

**U.S. Department of Education**  
**Washington, D.C. 20202-5335**

**APPLICATION FOR GRANTS**  
**UNDER THE**

**Centers for International Business Education**

**CFDA # 84.220A**

**PR/Award # P220A180018**

**Grants.gov Tracking#: GRANT12650691**

OMB No. , Expiration Date:

Closing Date: Jun 13, 2018

PR/Award # P220A180018

## **\*\*Table of Contents\*\***

<b>Form</b>	<b>Page</b>
<b>1. Application for Federal Assistance SF-424</b>	e3
<b>2. Standard Budget Sheet (ED 524)</b>	e6
<b>3. Assurances Non-Construction Programs (SF 424B)</b>	e8
<b>4. Disclosure Of Lobbying Activities (SF-LLL)</b>	e10
<b>5. ED GEPA427 Form</b>	e11
<b>Attachment - 1 (1245-EOPD)</b>	e12
<b>6. Grants.gov Lobbying Form</b>	e13
<b>7. Dept of Education Supplemental Information for SF-424</b>	e14
<b>8. ED Abstract Narrative Form</b>	e15
<b>Attachment - 1 (1244-ABSTRACT)</b>	e16
<b>9. Project Narrative Form</b>	e17
<b>Attachment - 1 (1243-PROJECT_NARRATIVE)</b>	e18
<b>10. Other Narrative Form</b>	e71
<b>Attachment - 1 (1235-Part1_Advisory_Council)</b>	e72
<b>Attachment - 2 (1236-Part2_Letters_of_Support)</b>	e74
<b>Attachment - 3 (1237-Part3_Purpose_of_Authorizing_the_Statue)</b>	e87
<b>Attachment - 4 (1238-Part4_Significance)</b>	e117
<b>Attachment - 5 (1239-Part5_Org_Chart)</b>	e118
<b>Attachment - 6 (1240-Part6_Resumes)</b>	e119
<b>Attachment - 7 (1241-Part7_Budget_Notes)</b>	e134
<b>Attachment - 8 (1242-Part9_EvaluationPlan)</b>	e139
<b>11. Budget Narrative Form</b>	e152
<b>Attachment - 1 (1234-Budget_Narrative)</b>	e153

This application was generated using the PDF functionality. The PDF functionality automatically numbers the pages in this application. Some pages/sections of this application may contain 2 sets of page numbers, one set created by the applicant and the other set created by e-Application's PDF functionality. Page numbers created by the e-Application PDF functionality will be preceded by the letter e (for example, e1, e2, e3, etc.).

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

06/13/2018

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

### 8. APPLICANT INFORMATION:

\* a. Legal Name:

The Florida International University Board of Trustees

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

65-077616

\* c. Organizational DUNS:

0712988140000

### d. Address:

\* Street1:

11200 SW 8th Street

Street2:

\* City:

Miami

County/Parish:

\* State:

FL: Florida

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

33199-0001

### e. Organizational Unit:

Department Name:

Division Name:

### f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Dr.

\* First Name:

Mary Ann

Middle Name:

\* Last Name:

Von Glinow

Suffix:

Title:

Professor, Dept. of Management and Int. Bus.

Organizational Affiliation:

The Florida International University Board of Trustees

\* Telephone Number:

305-348-4218

Fax Number:

\* Email:

MaryAnn.VonGlinow@fiu.edu

PR/Award # P220A180018

Page e3

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

H: Public/State Controlled Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

S: Hispanic-serving Institution

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Department of Education

### 11. Catalog of Federal Domestic Assistance Number:

84.220

CFDA Title:

Centers for International Business Education

### \* 12. Funding Opportunity Number:

ED-GRANTS-051418-001

\* Title:

Office of Postsecondary Education (OPE): Centers for International Business Education Program CFDA Number 84.220A

### 13. Competition Identification Number:

84-220A2018-1

Title:

Centers for International Business Education 84.220A

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

Grant Proposal for a Center for International Business Education and Research (CIBER)

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments



**Application for Federal Assistance SF-424****16. Congressional Districts Of:**\* a. Applicant \* b. Program/Project 

Attach an additional list of Program/Project Congressional Districts if needed.

**17. Proposed Project:**\* a. Start Date: \* b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="1,200,000.00"/>
* b. Applicant	<input type="text" value="1,567,813.10"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="2,767,813.10"/>

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title: \* Telephone Number:  Fax Number: \* Email: \* Signature of Authorized Representative:  \* Date Signed:

**U.S. DEPARTMENT OF EDUCATION  
BUDGET INFORMATION  
NON-CONSTRUCTION PROGRAMS**

OMB Number: 1894-0008  
Expiration Date: 08/31/2020

Name of Institution/Organization

The Florida International University Board of Trustees

Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.

**SECTION A - BUDGET SUMMARY  
U.S. DEPARTMENT OF EDUCATION FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	76,790.87	78,026.69	79,287.22	80,572.96		314,677.74
2. Fringe Benefits	19,766.40	20,150.57	20,542.42	20,942.11		81,401.50
3. Travel	35,000.00	35,000.00	34,000.00	33,000.00		137,000.00
4. Equipment						
5. Supplies	2,720.51	1,100.52	948.14	762.71		5,531.88
6. Contractual						
7. Construction						
8. Other	143,500.00	143,500.00	143,000.00	142,500.00		572,500.00
9. Total Direct Costs (lines 1-8)	277,777.78	277,777.78	277,777.78	277,777.78		1,111,111.12
10. Indirect Costs*	22,222.22	22,222.22	22,222.22	22,222.22		88,888.88
11. Training Stipends						
12. Total Costs (lines 9-11)	300,000.00	300,000.00	300,000.00	300,000.00		1,200,000.00

**\*Indirect Cost Information (To Be Completed by Your Business Office):**

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal government? ☒ Yes ☐ No

(2) If yes, please provide the following information:

Period Covered by the Indirect Cost Rate Agreement: From: 07/01/2017 To: 06/30/2018 (mm/dd/yyyy)

Approving Federal agency: ☐ ED ☒ Other (please specify): DHHS

The Indirect Cost Rate is 46.50 %.

(3) If this is your first Federal grant, and you do not have an approved indirect cost rate agreement, are not a State, Local government or Indian Tribe, and are not funded under a training rate program or a restricted rate program, do you want to use the de minimis rate of 10% of MTDC? ☐ Yes ☐ No If yes, you must comply with the requirements of 2 CFR § 200.414(f).

(4) If you do not have an approved indirect cost rate agreement, do you want to use the temporary rate of 10% of budgeted salaries and wages?  
☐ Yes ☐ No If yes, you must submit a proposed indirect cost rate agreement within 90 days after the date your grant is awarded, as required by 34 CFR § 75.560.

(5) For Restricted Rate Programs (check one) -- Are you using a restricted indirect cost rate that:

☐ Is included in your approved Indirect Cost Rate Agreement? Or, ☒ Complies with 34 CFR 76.564(c)(2)? The Restricted Indirect Cost Rate is 8.00 %.

PR/Award # P220A180018

Name of Institution/Organization	Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.
The Florida International University Board of Trustees	

**SECTION B - BUDGET SUMMARY  
NON-FEDERAL FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	246,469.55	251,148.38	255,920.79	260,788.65		1,014,327.37
2. Fringe Benefits	80,356.75	81,936.32	83,547.49	85,190.87		331,031.43
3. Travel						
4. Equipment	3,000.00	1,000.00	1,000.00	1,000.00		6,000.00
5. Supplies						
6. Contractual						
7. Construction						
8. Other	25,080.00	25,080.00	25,080.00	25,080.00		100,320.00
9. Total Direct Costs (lines 1-8)	354,906.30	359,164.70	365,548.28	372,059.52		1,451,678.80
10. Indirect Costs	28,392.50	28,733.18	29,243.86	29,764.76		116,134.30
11. Training Stipends						
12. Total Costs (lines 9-11)	383,298.80	387,897.88	394,792.14	401,824.28		1,567,813.10

**SECTION C - BUDGET NARRATIVE (see instructions)**

ED 524

## ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

**PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.**

**NOTE:** Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

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Prescribed by OMB Circular A-102

PR/Award # P220A180018

Page e8

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

<b>SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL</b>	<b>TITLE</b>
Roberto M Gutierrez	Assistant Vice President for Research
<b>APPLICANT ORGANIZATION</b>	<b>DATE SUBMITTED</b>
The Florida International University Board of Trustees	06/13/2018

Standard Form 424B (Rev. 7-97) Back

# DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB

4040-0013

<b>1. * Type of Federal Action:</b> <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	<b>2. * Status of Federal Action:</b> <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. * Report Type:</b> <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
<b>4. Name and Address of Reporting Entity:</b> <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name: The Florida International University Board of Trustees * Street 1: 11200 SW 8th Street    Street 2: * City: Miami    State: FL: Florida    Zip: 33199-0001 Congressional District, if known: FL-026		
<b>5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:</b>    		
<b>6. * Federal Department/Agency:</b> United States Department of Education	<b>7. * Federal Program Name/Description:</b> Centers for International Business Education CFDA Number, if applicable: 84.220	
<b>8. Federal Action Number, if known:</b>  	<b>9. Award Amount, if known:</b> \$ 	
<b>10. a. Name and Address of Lobbying Registrant:</b> Prefix * First Name N/A    Middle Name * Last Name N/A    Suffix * Street 1 N/A    Street 2 * City N/A    State FL: Florida    Zip  <b>b. Individual Performing Services</b> (including address if different from No. 10a) Prefix * First Name N/A    Middle Name * Last Name N/A    Suffix * Street 1 N/A    Street 2 * City N/A    State    Zip		
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.  * Signature: Roberto M Gutierrez * Name: Prefix Mr.    * First Name Robert    Middle Name * Last Name Gutierrez    Suffix Title: Assistant Vice President for Research    Telephone No.: 305-348-2494    Date: 06/13/2018		
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## NOTICE TO ALL APPLICANTS

OMB Number: 1894-0005  
Expiration Date: 04/30/2020

The purpose of this enclosure is to inform you about a new provision in the Department of Education's General Education Provisions Act (GEPA) that applies to applicants for new grant awards under Department programs. This provision is Section 427 of GEPA, enacted as part of the Improving America's Schools Act of 1994 (Public Law (P.L.) 103-382).

### To Whom Does This Provision Apply?

Section 427 of GEPA affects applicants for new grant awards under this program. **ALL APPLICANTS FOR NEW AWARDS MUST INCLUDE INFORMATION IN THEIR APPLICATIONS TO ADDRESS THIS NEW PROVISION IN ORDER TO RECEIVE FUNDING UNDER THIS PROGRAM.**

(If this program is a State-formula grant program, a State needs to provide this description only for projects or activities that it carries out with funds reserved for State-level uses. In addition, local school districts or other eligible applicants that apply to the State for funding need to provide this description in their applications to the State for funding. The State would be responsible for ensuring that the school district or other local entity has submitted a sufficient section 427 statement as described below.)

### What Does This Provision Require?

Section 427 requires each applicant for funds (other than an individual person) to include in its application a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its Federally-assisted program for students, teachers, and other program beneficiaries with special needs. This provision allows applicants discretion in developing the required description. The statute highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, you should determine whether these or other barriers may prevent your students, teachers, etc. from such access or participation in, the Federally-funded project or activity. The description in your application of steps to be taken to overcome these barriers need not be lengthy; you may provide a clear and succinct description of how you plan to address those barriers that are applicable to your circumstances. In addition, the information may be provided in a single narrative, or, if appropriate, may

be discussed in connection with related topics in the application.

Section 427 is not intended to duplicate the requirements of civil rights statutes, but rather to ensure that, in designing their projects, applicants for Federal funds address equity concerns that may affect the ability of certain potential beneficiaries to fully participate in the project and to achieve to high standards. Consistent with program requirements and its approved application, an applicant may use the Federal funds awarded to it to eliminate barriers it identifies.

### What are Examples of How an Applicant Might Satisfy the Requirement of This Provision?

The following examples may help illustrate how an applicant may comply with Section 427.

- (1) An applicant that proposes to carry out an adult literacy project serving, among others, adults with limited English proficiency, might describe in its application how it intends to distribute a brochure about the proposed project to such potential participants in their native language.
- (2) An applicant that proposes to develop instructional materials for classroom use might describe how it will make the materials available on audio tape or in braille for students who are blind.
- (3) An applicant that proposes to carry out a model science program for secondary students and is concerned that girls may be less likely than boys to enroll in the course, might indicate how it intends to conduct "outreach" efforts to girls, to encourage their enrollment.
- (4) An applicant that proposes a project to increase school safety might describe the special efforts it will take to address concern of lesbian, gay, bisexual, and transgender students, and efforts to reach out to and involve the families of LGBT students.

We recognize that many applicants may already be implementing effective steps to ensure equity of access and participation in their grant programs, and we appreciate your cooperation in responding to the requirements of this provision.

### Estimated Burden Statement for GEPA Requirements

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 1.5 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is required to obtain or retain benefit (Public Law 103-382). Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Education, 400 Maryland Ave., SW, Washington, DC 20210-4537 or email [ICDocketMgr@ed.gov](mailto:ICDocketMgr@ed.gov) and reference the OMB Control Number 1894-0005.

**Optional - You may attach 1 file to this page.**

1245-EOPD.pdf

Add Attachment

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## **Florida International University EQUAL OPPORTUNITY POLICY STATEMENT**

Florida International University is firmly committed to Equal Employment Opportunity (EEO) and to compliance with all Federal, State and local laws that prohibit employment discrimination on the basis of age, race, color, gender, national origin, religion, disability, protected veteran status, pregnancy discrimination and other protected classifications. This policy applies to all employment decisions including, but not limited to, recruiting, hiring, training, promotions, pay practices, benefits, disciplinary actions and terminations.

As a government contractor, Florida International University is also committed to taking affirmative action to hire and advance minorities and women as well as qualified individuals with disabilities and covered veterans.

We invite employees who are disabled or protected veterans and who wish to be included under our Affirmative Action Program to self-identify as such with the EEO Coordinator. This self-identification is strictly voluntary and confidential and will not result in retaliation of any sort.

Employees of and applicants to Florida International University will not be subject to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing or have otherwise sought to obtain their legal rights related to any Federal, State, or local law regarding EEO for qualified individuals with disabilities or qualified protected veterans.

Florida International University, is committed to the principles of Affirmative Action and Equal Employment Opportunity. In order to ensure dissemination and implementation of equal employment opportunity and affirmative action throughout all levels of the University, the University has appointed Shirlyon J. McWhorter as the EEO Coordinator for Florida International University. One of the EEO Coordinator's duties will be to establish and maintain an internal audit and reporting system to allow for effective measurement of the University' programs.

In furtherance of Florida International University's policy regarding Affirmative Action and Equal Employment Opportunity, Florida International University has developed a written Affirmative Action Program which sets forth the policies, practices and procedures which the University is committed to applying in order to ensure that its policy of non-discrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This Affirmative Action Program for qualified individuals with disabilities and qualified protected veterans is available for inspection by any employee or applicant for employment upon request, between 9:00 - 5:00 at the Equal Opportunity Program & Diversity department. Any questions should be directed to Shirlyon J. McWhorter, EEO Coordinator.



---

## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

#### \* APPLICANT'S ORGANIZATION

The Florida International University Board of Trustees

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Mr. \* First Name: Robert Middle Name:   
\* Last Name: Gutierrez Suffix:   
\* Title: Assistant Vice President for Research

\* SIGNATURE: Roberto M Gutierrez

\* DATE: 06/13/2018

U.S. DEPARTMENT OF EDUCATION  
SUPPLEMENTAL INFORMATION  
FOR THE SF-424

OMB Number: 1894-0007  
Expiration Date: 09/30/2020

**1. Project Director:**

Prefix:	First Name:	Middle Name:	Last Name:	Suffix:
Dr .	Mary Ann		Von Glinow	

Address:

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City:	Miami
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State:	FL: Florida
Zip Code:	33199-0001
Country:	USA: UNITED STATES

Phone Number (give area code)	Fax Number (give area code)
3053484218	3053481789

Email Address:

MaryAnn.VonGlinow@fiu.edu
---------------------------

**2. Novice Applicant:**

Are you a novice applicant as defined in the regulations in 34 CFR 75.225 (and included in the definitions page in the attached instructions)?

☐ Yes ☐ No ☒ Not applicable to this program

**3. Human Subjects Research:**

a. Are any research activities involving human subjects planned at any time during the proposed Project Period?

☐ Yes ☒ No

b. Are ALL the research activities proposed designated to be exempt from the regulations?

☐ Yes Provide Exemption(s) #: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6

☐ No Provide Assurance #, if available:

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c. If applicable, please attach your "Exempt Research" or "Nonexempt Research" narrative to this form as indicated in the definitions page in the attached instructions.

	Add Attachment	Delete Attachment	View Attachment
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## Abstract

The abstract narrative must not exceed one page and should use language that will be understood by a range of audiences. For all projects, include the project title (if applicable), goals, expected outcomes and contributions for research, policy, practice, etc. Include population to be served, as appropriate. For research applications, also include the following:

- Theoretical and conceptual background of the study (i.e., prior research that this investigation builds upon and that provides a compelling rationale for this study)
- Research issues, hypotheses and questions being addressed
- Study design including a brief description of the sample including sample size, methods, principals dependent, independent, and control variables, and the approach to data analysis.

[Note: For a non-electronic submission, include the name and address of your organization and the name, phone number and e-mail address of the contact person for this project.]

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## You may now Close the Form

**You have attached 1 file to this page, no more files may be added. To add a different file, you must first delete the existing file.**

\* Attachment: 1244-ABSTRACT.PDF

Add Attachment

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***FIU: Locally Engaged, Globally Connected Programs for U.S. International Competitiveness  
2018-2022 Grant Proposal Project Abstract***

FIU Business at Florida International University is honored to submit our 2018-2022 CIBER grant cycle proposal. FIU is a “majority minority” university, in fact the largest minority serving U.S. institution, graduating more Hispanics than any other U.S. university. We are also the largest public business school in Florida, and the only Florida business school ranked for undergraduate international business programs by U.S. News & World Report. Bloomberg Businessweek ranks FIU among the top undergraduate business schools for return on investment (ROI). With a unique profile of ***scale and scope, diversity and international dimensions, recognized expertise, location***, and a core spirit of ***innovation and entrepreneurship*** FIU is uniquely positioned to provide locally and globally impactful programs.

The global international business landscape is dramatically changing, with much trade now occurring directly between emerging markets such as China and Brazil. FIU’s strong expertise, connections, and programs in both Latin America and Asia ideally prepare us to train U.S. students to operate in this new world environment, and not be bypassed. To further these efforts, FIU Business proposes over 50 new/supporting activities in the six required CIBER mandatory activities and purposes for 2018-2022 focusing on three key themes. We strongly believe these areas represent the principal skills and opportunities that will assist us in bringing the Miami-Dade Community to the frontline of international trade and competitiveness.

- **Developing an Asia-Pacific – Latin America Bridge**
- **Fostering Global Intercultural Fluency**
- **Facilitating Interdisciplinary Impact and Connectivity**

We will programmatically meet the purposes of the statute and the competitive preferences and invitational priorities through four main objectives:

- **The Preparation of Global Professionals and Citizens**
- **Linking Resources for Curriculum Impact Locally and Globally**
- **Creating Sustainable Links between Learning and International Opportunities**
- **Supporting Locally Engaged and Globally Impactful Research**

Key initiatives that we are highlighting are: 1) BizPass Program to encourage and track career readiness and international engagement; 2) Study-Abroad Curriculum Integration Study for FIU and local colleges 3) FDIBs to Korea and India, and the connection of Latin American and Asia Pacific markets and 4) Interdisciplinary Intercultural Competency Language Student Seminar.

We currently have well-founded resources to increase our ability to provide return on investment for continued sustainable impact into the future. Our advisory council is comprised of top international researchers, global professionals, local professional associations and community college representatives. We propose an extensive project evaluation and management plan to ensure objective achievement and continuous improvement. Over the last four years since the previous funding cycle, FIU has matured in a number of ways that will allow us to compliment the CIBER with existing infrastructure and resources, allowing us to create a world-renowned center that will provide an impact locally and globally.

## Project Narrative File(s)

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\* **Mandatory Project Narrative File Filename:**

Add Mandatory Project Narrative File

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To add more Project Narrative File attachments, please use the attachment buttons below.

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## GRANT PROPOSAL

for a

*Center for International Business  
Education and Research (CIBER)*

## **FIU: Locally Engaged, Globally Connected Programs for U.S. International Competitiveness**

Submitted by  
Office of Global Initiatives  
FIU Business  
Florida International University  
Modesto Maidique Campus, MANGO 210  
Miami, Florida 33199

Submitted June 2018  
Attention CFD Number 84.220A  
Application Control Center  
U.S. Department of Education  
Office of Postsecondary Education  
Washington, D.C. 20202

## TABLE OF CONTENTS

<b>Abstract</b>	<b>i</b>
<b>Project Narrative</b>	<b>1-50</b>
<b>I. Introduction and Objectives</b>	<b>1-11</b>
<b>II. Meeting the Purposes of the Authorizing Statute</b>	<b>12-32</b>
<b>A. Competitive Priority I</b>	<b>13-20</b>
<b>B. Competitive Priority II</b>	<b>20-26</b>
<b>C. Invitational Preference Priority</b>	<b>26-28</b>
<b>D. Faculty and Research Engagement</b>	<b>28-32</b>
<b>III. Significance</b>	<b>32-35</b>
<b>IV. Quality of the Project Design</b>	<b>35-38</b>
<b>V. Quality of the Management Plan</b>	<b>38-41</b>
<b>VI. Quality of Project Personnel</b>	<b>41-44</b>
<b>VII. Adequacy of Resources</b>	<b>44-47</b>
<b>VIII. Quality of Project Evaluation</b>	<b>47-50</b>
<b>IX. Conclusion</b>	<b>50</b>
<b>Supplemental Materials</b>	<b>SM 1 - 99</b>
<b>Supplement 1: Advisory Council</b>	<b>SM 1</b>
<b>Supplement 2: Letters of Support</b>	<b>SM 3</b>
<b>Supplement 3: Alignment of Activities and Purposes</b>	<b>SM 4</b>
<b>Supplement 4: Rankings – FIU Business Facts at a Glance</b>	<b>SM 8</b>
<b>Supplement 5: FIU Business Prominent Faculty Accomplishments</b>	<b>SM 10</b>

<b>Supplement 6: FIU Business International Network</b>	<b>SM 12</b>
<b>Supplement 7: FIU Global Learning Curriculum</b>	<b>SM 13</b>
<b>Supplement 8: FIU Global Programs Summary</b>	<b>SM 14</b>
<b>Supplement 9: FIU Business Faculty-Led Programs</b>	<b>SM 19</b>
<b>Supplement 10: FIU Business Office of Global Initiatives</b>	<b>SM 22</b>
<b>Supplement 11: CIBE MSI &amp; CC Consortium (CMCC)</b>	<b>SM 24</b>
<b>Supplement 12: FDIB / PDIB Program Offerings</b>	<b>SM 25</b>
<b>Supplement 13: FIU Department of Modern Languages</b>	<b>SM 26</b>
<b>Supplement 14: Benchmarking Miami's Growth and Competitiveness</b>	<b>SM 29</b>
<b>Supplement 15: Race &amp; Ethnicity in Miami, FL</b>	<b>SM 31</b>
<b>Supplement 16: FIU Ethnic Diversity</b>	<b>SM 32</b>
<b>Supplement 17: Miami International Trade</b>	<b>SM 33</b>
<b>Supplement 18: Significance and Quality of Design</b>	<b>SM 34</b>
<b>Supplement 19: FIU-CIBER Organizational Chart</b>	<b>SM 35</b>
<b>Supplement 20: Biographies</b>	<b>SM 36</b>
<b>Supplement 21: Budget Notes</b>	<b>SM 51</b>
<b>Supplement 22: Performance Measure Form (PMF)</b>	<b>SM 56</b>
<b>Supplement 23: NILOA</b>	<b>SM 68</b>
<b>Supplement 24: Budget Narrative</b>	<b>SM 69</b>



## I. Introduction and Objectives

The Florida International University (FIU) College of Business (FIU Business) is honored to submit this proposal for a 2018-2022 Center for International Business Education and Research (CIBER) grant. FIU is uniquely positioned to have a significant local and global impact, as our institution represents the convergence of *scale and scope*, *diversity and internationality*, *recognized expertise*, *unique location*, and most importantly a spirit of *innovation and entrepreneurship*. The international business landscape is changing dramatically, with much trade now occurring directly between emerging markets such as China and Brazil. FIU's strong expertise, networks, and programs in both Latin America and Asia position us to train U.S. students to thrive rather than be bypassed in this new world. The added resources from the CIBER grant will enable us to leverage our expertise and infrastructure toward preparing students and community members to succeed amidst the challenges in the current international business environment. FIU Business proposes over **50 new/continuing** activities in the six required CIBER purposes for 2018-2022 focusing on three key themes: **Developing an Asia-Pacific – Latin America Bridge; Fostering Global Intercultural Fluency; and Facilitating Interdisciplinary Impact and Connectivity**. We have developed four objectives to reflect these themes and our approach to meeting the Competitive and Invitational Priorities: 1) The Preparation of Global Professionals and Citizens; 2) Linking Resources for Curriculum Impact Locally and Globally; 3) Creating Sustainable Links between Learning and International Opportunities; and 4) Supporting Locally Engaged and Globally Impactful Research (Suppl. 5).

Below we expand on how our expertise and infrastructure will enable us to deliver an impactful and sustainable program. FIU's core competencies will ensure our ability to achieve CIBER Program purposes to: serve as a national resource, provide understanding, provide

research, provide training, serve as a regional resource, and serve faculty members, bringing the Miami-Dade community to the frontline of international trade and competitiveness. We are thankful to be considered for this grant, and believe that our proposal provides a significant return on investment for Department of Education funds and an opportunity to support a growing, innovative, diverse, and entrepreneurial university that provides access with excellence.

**Scale and Scope:** FIU has been coined the “majority minority” university, being the largest minority-serving institution in the U.S. Should FIU receive CIBER funding, we would be the largest minority-serving CIBER. Established in 1965, FIU is the fourth largest university in the U.S. with a total enrollment of 56,851 students. FIU has positioned itself as one of South Florida's anchor institutions, as Miami's first and only public research university offering bachelors, masters, and doctoral degrees. With a stated mission to be "Worlds Ahead", we are dedicated to enriching the lives of the local and global community. FIU has graduated more than 200,000 alumni, 115,000 of whom live and work in the South Florida region, giving us strong connections to a local, national, and global network of professionals. A variety of local, regional and national industry and academic leaders support our effort to bring CIBER to FIU (Suppl. 2).

The Carnegie Classification of Institutions of Higher Education places FIU in the highest research category of R1: Doctoral Universities. FIU has grown in all the key Carnegie indicator areas, and earned more than \$1 billion in external research funding over the past decade. FIU is a comprehensive institution spanning eleven schools and colleges, including a prestigious honors college. FIU offers more than 200 bachelors, masters, and doctoral degree options including South Florida's only public colleges of law and medicine. Many degrees are available virtually via our renowned online programs. FIU's innovation, research, and community engagement are supported by more than 40 centers and institutes. Naturally equipped with a global perspective

and supported by world class faculty, FIU instills students with the competitive edge needed to turn the impossible into the inevitable, recognize opportunities, and thrive.

The FIU Business vision is to be an internationally recognized leader in global business education, scholarly excellence, and collaborative community engagement. Our mission is to serve our diverse student and alumni population, our multicultural business community, and the global community of scholars by advancing business knowledge and sharing expertise. FIU Business is among the 5% of business schools accredited by AACSB. We also receive high marks for our undergraduate and graduate programs, as well as faculty research productivity, by influential rankings organizations. FIU Business is the largest public business school in Florida, with a student body of 10,000: 8,000 undergraduate and 2,000 graduate students. It is also the only Florida business school ranked among the U.S. News & World Report Best Undergraduate International Business Programs (currently #7). FIU Business offers the lowest in-state and out-of-state tuition of the top twelve business schools and has been ranked by Bloomberg Businessweek among the top undergraduate business schools for return on investment.

FIU Business is also highly ranked in real estate, human resource management, finance, online programs, and research, ranking in the top 100 of the UT Dallas North American Business School Research Rankings (Suppl. 4), and #6 for publications in the *Journal of International Business Studies (JIBS)*, 2015-2018), the top IB journal. FIU Business has developed a high research capacity thanks to our esteemed scholars who offer specialized knowledge and are internationally known in their fields. Their expertise spans IB, information technology, strategy, operations management, knowledge management, e-business, entrepreneurship, real estate, international finance, global marketing and corporate social responsibility. FIU IB faculty members hold top leadership positions (Suppl. 5) in almost all IB scholarly organizations such as

AIB, AOM International Management Division and the Iberoamerican Academy of Management, along with serving on top IB journal editorial boards such as the *JIBS* and the *Journal of World Business*, and are widely published in premier academic journals (Suppl. 5).

FIU Business has innovated in the increasingly critical area of data analytics by weaving this skill through all its programs. FIU Business launched a Bachelor of Business Administration in Business Analytics starting in Fall 2018. For graduate students, FIU's Master of Science in Health Informatics & Analytics (MSHIA) has earned the prestigious Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM) accreditation, becoming the nation's only health informatics program housed in a business school to earn this seal of approval. FIU Business also offers a PhD in Business Administration with a concentration in Information Systems & Business Analytics.

FIU Business' success in knowledge creation is equaled by its ability to prepare graduates for the workforce using state of art technology as well as business community connections. The FIU Business Career Management Services (CMS) office has been a leader in using artificial intelligence (AI) in the career counseling process. All FIU Business students have access to tools that provide an exposure to AI, such as VMock (a resume evaluation tool developed by FIU), InterviewStream platform, and Handshake.

Our program quality is reflected in that over 50% of Fortune 500 companies actively recruit FIU Business graduates. In addition, three FIU graduates are among Fortune Magazine's 50 most powerful Latinas of 2017. FIU is also a member of the Talent Development Network (TDN), South Florida's premier internship hub pioneered by local academic and economic development institutions with a goal of creating internship opportunities to foster growth of university graduates and local businesses. Through FIU's Office of Engagement's coordinated effort, TDN

was established upon the One Community One Goal strategic plan. FIU, along with six major academic institutions, the Beacon Council and others, work to link talented students with high-paying internships, and align internship programs with key learning outcomes.

As one of South Florida's anchor institutions, FIU contributes almost \$9 billion each year to the local economy. In addition, the Chronicle of Higher Education named FIU one of the "Great Colleges to Work For" in 2017, and Forbes Magazine ranked FIU in "America's Best Large Employers" as the second best ranked Florida employer, making FIU the highest-ranking university in Florida in the 2016 list, and the 34<sup>th</sup> best employer nation-wide. FIU's 215,000 alumni make up one of the most diverse and fastest growing communities in the world. A fifth of the more than 55,000 FIU Business alumni own their own businesses. Some 70% work in Florida, in organizations that collectively represent a major part of the state's economy, and a large number work for multinational firms.

**Diversity and International Dimensions:** Diversity is in our DNA as Miami is home to more than 150 ethnicities and 60 languages. A recent Wallethub study found that out of America's 230 largest cities, Miami is the 39th most diverse (Suppl. 15). This diversity is reflected in FIU's students. FIU graduates more Hispanic students than any other U.S. university, including in business and STEM fields. Of FIU's total student population, 61% are Hispanic, 15% White Non-Hispanic, 13% Black, 4% Asian or Pacific Islander, and 7% other minority groups. You can see how this compares with national averages as well as our faculty and undergraduate diversity numbers in (Suppl. 16). FIU Business' 150+ faculty members represent 38 nationalities, and over half of our faculty speaks a second or third language other than English. FIU Business students represent 127 countries, 68% of our students are Hispanic/Latino, 10% are Black/African American, 13% White, 3% Asian, and 19% of other descent.

Reflecting FIU Business' diversity and level of international engagement, the Business International Studies Network (BisNet) accepted FIU Business as a member in June 2016. FIU is the *only* Florida school in this elite organization. BisNet provides a forum for top U.S. business schools with active, well-established study abroad and international exchange programs to share best practices, discuss unique business student issues, address concerns related to overseas partners, identify collaboration opportunities, and undertake initiatives to promote and improve the study abroad experience. BisNet currently has 27 members, nine of which are also CIBER designated institutions, such as University of Maryland, Michigan State University, University of South Carolina, and the University of Texas. This membership provides FIU Business with existing relationships and collaborations to further leverage CIBER resources.

Since the late 1990s, FIU Business has been a leader in international collaborations and partnerships, initially building a strong base of joint programs with quality schools across Latin America. We have expanded to Europe and Asia Pacific, and now have more than 60 partners in 30 countries (Suppl. 6). Our collaborations include graduate and undergraduate dual degree and transfer agreements, student and faculty exchange agreements, faculty-led study abroad programs, in-bound study programs, and research collaboration. Notably, 72% of our collaborating institutions hold AACSB, EFMD, AMBA, and/or equivalent IB accreditations, showing a priority to quality partnerships. These include universities such as INCAE, ESAN, and UAI in Latin America, along with UIBE, U. of Hong Kong, SJTU, and Indian Institute of Management in Ahmedabad, Bangalore, and Calcutta in Asia positioning us well to achieve our CIBER goal of developing an Asia-Pacific–Latin America bridge. Also, 75% of our collaborations are active, with inbound, outbound, or development activity from 2015/2016 to today. FIU prides itself on its expertise in building wide and deep international collaborations. In

November 2016, FIU Business institutionalized its international programs into one Office of Global Initiatives (OGI) to provide students, faculty, and staff a central office to provide international service. OGI develops programs with quality business schools around the world and provides incoming and outgoing student support services. Additionally, OGI assists faculty and staff with study abroad trips and international research opportunities in cooperation with our collaborating institutions (Suppl. 10).

**Recognized Expertise:** As the 2016 Institute for International Education (IIE) Andrew Heiskell Award Winner for Innovation in International Education, FIU has been recognized for its Global Learning for Global Citizenship initiative that engages all undergraduates in collaborative efforts to address complex global problems; EVERY undergraduate student must take at least two Global Learning courses. The initiative comprises 160+ courses throughout the undergraduate curriculum and 250+ activities in which FIU's diverse students identify, analyze, and address problems that transcend borders (Suppl. 7). FIU has multiple global initiatives spanning interdisciplinary activities, including its recognition as a Peace Corps training university, high-performing and top nationally-ranked Model UN program, and multiple international-focused centers and schools (Suppl. 8).

The **Department of Modern Languages** (Suppl. 13) offers multiple opportunities for undergraduate and graduate study in language, culture, and literature. Of note regarding our goal to bridge Latin America and Asia, FIU has a one-of-a-kind partnership with Qingdao University in China to offer a dual degree in Spanish, where FIU students recently earned 6 of the top 10 scores on a standardized Chinese Spanish exam administered in Shandong province, and one graduate had the top score in China. The **Steven J. Green School of International and Public Affairs** (SIPA) brings together many of FIU's internationally oriented disciplines to provide

cutting-edge research, first-rate teaching, and innovative training necessary for the globalized world of the 21st century. Foreign Policy magazine named SIPA's Master of Arts in Global Affairs as one of the world's top 40 programs for policy careers in international relations. Additionally, the Jack D. Gordon Institute for Public Policy (JGI) is leading, integrating, and delivering multidisciplinary education and research in the areas of public policy and national security while improving the competitiveness of students and professionals entering the workforce. Furthermore, JGI served as one of the lead FIU organizations charged with supporting international cybersecurity capacity building. JGI was recently awarded a grant from the US Department of Commerce to lead the National Initiative for Cybersecurity Education annual conference series for the next 5 years. The **Kimberly Green Latin American and Caribbean Center** is a Title VI National Resource Center on Latin America, and associated faculty have produced important scholarship related to migration, U.S./Latin American relations and policy, sustainable development, and trade and integration in the Americas, among others. LACC offers interdisciplinary academic programs including the nationally recognized Master of Arts and Bachelor of Arts in Latin American and Caribbean Studies.

FIU's recent increase in infrastructure and prioritization of international dimensions includes the **Office of Faculty and Global Affairs** (OFGA). OFGA provides guidance and resources to sustain and enhance our faculty's success through career growth, development and reward programs. OFGA also underlines the institutional commitment to cross- and inter-cultural readiness for the 21st century and houses the Office of Study Abroad, International Student and Scholar Services and the English Language Institute. Similarly, FIU's **Center for Leadership** is dedicated to aiding leaders in developing keen self-insight and teaching leadership skills that will equip them to transform organizations and societies. The Center for Leadership is ranked by



HR.com and Leadership Excellence Magazine as #1 in the country in the leadership development, open-enrollment category, and has been in the top three for five consecutive years.

**Unique Location:** From our suburban Miami-Dade main campus to our underwater facilities where researchers live and see the world from a new perspective, our multiple campus locations and research centers leverage the vibrant environment and culture that surrounds us at the Gateway to the Americas. FIU at I-75 offers graduate and undergraduate programs to students in Miami-Dade, Broward and Palm Beach counties. This joint-use, LEED-certified facility also houses Broward College's Miramar West Center, enabling an easy FIU transition for Broward College students, and supporting our collaboration and relationship with Broward (community) College. Across the globe, our FIU Tianjin, China, partnership invites more than 1,000 of our students every year to experience a new culture as they gain a deeper understanding of hospitality and tourism management. Also in China, FIU has just entered into a multidimensional partnership with the University of International Business and Economics (UIBE), including dual-degrees for our graduate Masters of International Business and Masters of Finance programs. Additionally, a co-branded UIBE-FIU building is being built on the UIBE Qingdao campus to house FIU programs. Professionals are able to access our professional business programs at FIU Downtown at Brickell, in the heart of the financial district.

FIU also benefits from its Floridian base as the #1 state in the U.S. for higher education according to the 2017 U.S. News & World Report. The ranking is based on the time it takes students to complete two and four-year higher education programs, cost of tuition and fees, and burden of debt for college graduates. FIU's Miami location lets students enjoy the international, urban, and ethnic richness of the area. It also places us in a major center of technology,

international commerce, travel and tourism, international banking and real estate, and a growing cable television and entertainment industry.

The Miami-Fort Lauderdale-West Palm Beach area was one of the U.S.'s twelfth largest metropolitan statistical areas in March 2018, with job growth exceeding the national average. More than 1,200 multinational corporations have headquarters or Latin American divisions in Miami. Miami's concentration of international banks is second only to New York and Brickell is Miami's "Wall Street South". Total assets managed by the private wealth industry in South Florida are estimated at \$300 billion. International trade also plays an important role, as the trade and logistics industry supports over 100,000 jobs and is one of the highest paying in Miami-Dade County (Suppl. 17). The Miami area is home to over 100 foreign consulates, foreign trade offices and bi-national chambers of commerce, which promote and facilitate IB. Recognized as the "Cruise Capital of the World," PortMiami is the world's leading cruise port. It is easily accessible to Caribbean and Latin American markets, as well as Europe, and Asia via the Panama Canal. The port is the county's second most important economic engine contributing \$41.4 billion annually to the local economy and supporting 324,352 jobs. Miami is pioneering sea-level rise planning, and FIU is home to the Sea Level Solutions Center and the Eyes on the Rise project, both of which reflect FIU's aim to raise the resilience of South Florida communities and to create innovative solutions for a sustainable future.

**Innovation and Entrepreneurship:** FIU is well-known for its impactful innovation and entrepreneurship initiatives. For example, Start-UP FIU focuses on fostering traditional and social entrepreneurship among students, faculty/staff, alumni and the local community. FIU also engages annually in the eMerge Americas conference, the premier technology event connecting North America, Latin America and Europe. A major presence at the event for five years, FIU

showcases research from its labs and highlights local entrepreneurs whose innovations have gotten a boost from Start-UP FIU. The ATOM (Analytics, Technology, and Operations Management) Think Tank is FIU's first faculty technology consulting practice, providing businesses with innovative services from leading technology experts, and providing students with experiential learning opportunities. FIU Business' Small Business Development Center program brings a team of highly experienced business experts who offer confidential, no-cost consulting to entrepreneurs and business owners. These programs are critical, as Miami has been recognized as the number one city in the U.S. for startup and small to medium business development, as well as having the highest percentage of self-employment. Businesses five years or younger account for 18% of total employment in Miami-Dade county, according to FIU's Metropolitan Center, the leading urban think tank in South Florida.

Miami is a unique global city representing the convergence of international commerce and trade, entrepreneurship, and intercultural activity. At FIU, we are prepared to further our efforts to develop and prepare the community to enhance U.S. competitiveness in the global market through the following key themes, objectives, and activities.

***Summary:***

FIU Business proposes over 50 new/continuing program activities in six project categories for 2018-2022 focusing on three key themes: **Asia-Pacific – Latin America Bridge, Supporting Global Intercultural Fluency, and Providing Interdisciplinary Impact and Connectivity.** We strongly believe these areas represent the principal skills and opportunities that will assist us in bringing the Miami-Dade Community to the frontline of international trade and competitiveness. While the introduction to this proposal has discussed the overall characteristics of FIU that support our CIBER application, we now proceed to examine the specific activities being

proposed. Many of the proposed activities meet multiple mandatory activities and competitive and invitational priorities as they are deep in design and programmatic output. Below we have interwoven the top-level programs that meet each category, and we provide a more in-depth cross-referenced chart showing how the activities meet the requirements of each area, in addition to the six project categories and major purposes of the CIBER center.

## **II. Meeting the Purpose of the Authorizing Statute**

**COMPETITIVE PREFERENCE PRIORTIY I:** Collaboration with one or more professional associations to expand employment opportunities for IB students

### ***Objective 1: The Preparation of Global Professionals and Citizens***

**Mandatory Activity D:** Collaborative programs, activities, or research involving other institutions of higher education, local educational agencies, professional associations, businesses, firms or combinations to promote the development of international skills, awareness, and expertise among current and prospective members of the business community.

### **CIBER Activities 1.1 – 1.16**

11 New Activities Preparing Students to Succeed in the International Arena

5 Ongoing Support Initiatives That Enrich Career Readiness

**COMPETITIVE PREFERENCE PRIORITY II:** Collaboration with one or more MSIs and/or community colleges incorporating international dimensions into the curriculum

### ***Objective 2: Linking Resources for Curriculum Impact Locally and Globally***

**Mandatory Activity A:** Interdisciplinary programs which incorporate foreign language and international studies training into business, finance, management, communications systems and other professional curricula.

**Mandatory Activity B:** Interdisciplinary programs which provide business, finance,

management, communication systems, and other professional training for foreign language and international studies faculty and advanced degree candidates

**CIBER Activities 2.1 – 2.14**

12 New Activities Inter/Extra-organizationally Incorporating Global Dimensions

2 Ongoing Support Initiatives that Support International Interdisciplinary Outcomes

**INVITATIONAL PRIORITY:** Programs focused on language instruction and/or performance testing and assessment to strengthen the preparation of IB professionals

***Objective 3: Creating Sustainable Links between Learning and International Opportunities***

**Mandatory Activity C:** Programs, such as intensive language programs, available to members of the business community and other professionals, which are designed to develop or enhance their international skills, awareness, and expertise.

**CIBER Activities 3.1 – 3.7**

5 New Activities Focusing on Language Instruction & Intercultural Fluency

2 Ongoing Support Initiatives to Encourage Foreign Language

**RESEARCH INITIATIVES**

***Objective 4: Supporting Locally Engaged and Globally Impactful Research***

**Mandatory Activity E:** Research designed to strengthen and improve the international aspects of business and professional education and to promote integrated curricula

**Mandatory Activity F:** Research designed to promote the international competitiveness of American businesses and firms, including those not currently active in international trade

**CIBER Activities 4.1 – 4.13**

13 New Activities Enriching Faculty Research Development

**A. COMPETITIVE PREFERENCE PRIORTIY I:** Collaboration with one or more

professional associations to expand employment opportunities for IB students

***Objective 1: The Preparation of Global Professionals and Citizens***

➤ **11 New Activities Preparing Students to Succeed in the International Arena**

**CIBER Activity 1.1: BizPASS Program** will encourage students' participation in events such as visiting lectures on IB, career-building opportunities, and international development activities using a point system administered through an electronic cell-phone app. Through calculated student engagement that rewards good habits and openness to exploration, we will enhance students' career skills, build their professional networks and foster loyalty and commitment, all of which will benefit students after graduation and help build key career readiness in the IB and trade fields. FIU Business will leverage data gathered through BizPASS to evaluate program popularity, strengths, and outcomes and to work with companies in identifying areas for professional engagement with students. To give EY Miami (previously Ernst & Young) an early touch point with our students, EY will host a Developing Global Mindset Bootcamp as part of the BizPass program. This workshop will help students think more globally as they consider career options, preparing FIU students and alumni to go anywhere within EY and around the world. This early engagement will help EY develop and recruit globally minded students.

**CIBER Activity 1.2: Global Citizen Work Preparedness Program** will add an intercultural dimension to the current career readiness course required for all FIU Business students, providing basic intercultural competence skills, and linking these to skills needed in the international workforce. FIU Business will also develop career readiness activities working with EY to help develop students' global mindset in preparedness for international work.

**CIBER Activity 1.3: BMI International Scholarship Program** - BMI Financial Group (BMI) has partnered with FIU to develop two unique programs that will provide support and hands-on

learning opportunities for business students. First, the **BMI Global Business Experience** is a blended scholarship and experiential learning opportunity. Top FIU Business juniors and seniors will experience firsthand the inner workings of one of BMI's international offices in Colombia, Ecuador, the Dominican Republic, Costa Rica, or Guatemala during a summer program. Students will work directly with the host office's president and leadership team, who will mentor and coach students as they tackle real-world business challenges. BMI will also pair each student with a mentor from its Miami leadership, invite students to its Miami headquarters, and host events throughout the year. Second, through the **BMI Eminent Scholars Program**, top local freshmen admitted to FIU Business who demonstrate academic excellence and financial need will be invited to apply for a full-tuition scholarship. More than a scholarship program, BMI Eminent Scholars will receive mentorship from BMI leaders and internship opportunities.

**CIBER Activity 1.4: Student Global Career Development Internship Program** - Working with FIU Business Career Management Services and our international university partner network linked through the Office of Global Initiatives (OGI), we will provide annual scholarship funding of \$20,000 for 8-10 business students to participate in international internships. Individual scholarships of \$2,000 - \$2,500 will cover travel and living expenses for at least one month and will be connected to professional organizations through international partner university career services' offices. Internships will count for academic credit.

**CIBER Activity 1.5: Study Abroad Scholarships Program** - OGI will administer \$10,000 of study abroad scholarships to undergraduate business students annually. Scholarships will range from \$1,000 to \$2,500 to support short-term and semester long international study opportunities through our international partner universities. To complement our students' deep understanding of Latin America, scholarships will be available for our eight faculty-led study abroad programs

offered annually to locations across Europe and the Asia-Pacific (Suppl. 9).

**CIBER Activity 1.6: CLADEA Student Sponsorship** - As FIU Business Dean Joanne Li is a Steering Committee Member of the Consejo Latinoamericano de Escuelas de Administracion (The Latin-American Council of Business Schools – CLADEA), FIU has a significant engagement with this association. With the CIBER funding, we would sponsor 1-2 students and 1-2 faculty members to represent FIU at the annual conference presenting research, and to network and engage with leading business schools across the region. This would support exposure for students in the Latin American market.

**CIBER Activity 1.7: NASBITE Membership** - Historically IB opportunities have been limited for small businesses challenged by the complexities of many cultures. NASBITE provides competency training, certification and benchmarking for competencies in global commerce, and leverages its members' expertise in international trade. NASBITE also promotes interaction with its trade professionals, including federal, state, and local business assistance organizations. FIU CIBER support will cover the annual institutional membership, which will provide all faculty and staff access to the tools and resources available through NASBITE.

**CIBER Activity 1.8: International Business Seminar Series** - FIU Business will collaborate with professional associations in the community to host industry nights from different sectors of IB and trade for students, faculty, staff and community members. Executives will be invited to give talks on topics such as international trade and commerce, data analytics, cyber security, and other areas relevant in today's global economy. A hosting faculty member will connect the content to academic curriculum. Seminars will be followed by a guided networking period where executives, professionals and association representatives will engage with community members.

**CIBER Activity 1.9: GMCC Trade Mission and Consular Collaboration** - FIU Business will



partner with the Greater Miami Chamber of Commerce to sponsor 1-2 students and 1-2 faculty on their annual international trade missions scheduled (in 2018) for China, Japan, and Latin America. On these trade missions, students and faculty will observe and engage in business-to-business match-making and international trade development first-hand. FIU Business will also sponsor students and faculty to participate in GMCC's Consular Representative Conference. Students and faculty will learn about Consular representatives' duties and responsibilities and network and engage with the representatives. FIU SIPA Professor Brian Fonseca currently chairs the Americas Linkage Committee at GMCC, which will help facilitate this effort.

**CIBER Activity 1.10: Business Inside Speaker Series** - SIPA, with the support of JGI and LACC, will host a geopolitical speaker series that supports deeper understanding of the political, security and business cultures of international markets and will provide students, faculty, and community members with opportunities to interact with regional subject matter experts.

**CIBER Activity 1.11 CIBER-DEC Initiative** will be an inclusive CIBER-wide collective effort to collaborate with the National Association of District Export Councils (NADEC). This initiative, spearheaded by San Diego State U., partners all CIBERs with NADEC and the Annual DEC Leadership Conference held each fall in Washington, DC. This program enables CIBERs to engage with 1300+ policy makers, business people, trade organizations and educators from across the U.S. who are associated with their local District Export Council (DEC) organization. FIU CIBER is proud to co-sponsor this important initiative.

➤ **5 Ongoing Support Initiatives That Enrich Career Readiness**

**CIBER Support 1.12: FIU Business Mentor Program** is designed to enhance classroom education by linking students with executives for one-on-one mentoring. Mentors share career advice and insights into the transition to the post-college world. Students build career networks

and develop skills to become better professionals and leaders. FIU Business organizes and assigns high-level executives and professionals to students for a valuable mentorship experience.

**CIBER Support 1.13: CMS Services** - CIBER will partner with FIU Business Career

Management Services (CMS) office to provide students with career-specific training and education in an effort to increase student employment on a local, national, and global scale.

International dimensions will be introduced in current CMS support services such as the VMock tool and InterviewStream. FIU Business students also have an increased awareness of how most common applicant tracking systems (ATS) work via the Handshake database. Students have the ability to see global job postings and apply directly to firms via the database. This initial exposure prepares students for the most common way to apply for jobs now via the major ATS most global employer use to recruit and hire staff. Students are also sponsored to and receive coaching for national-level professional conferences such as the NSHMBA and BlackMBA conferences, allowing direct engagement with employers.

**CIBER Support 1.14: Global Bilingual Sales Lab** invites FIU Business students to compete

against students from several U.S. and international universities in English and Spanish in an immersive sales experience. The annual FIU Business event is designed to increase students' exposure to the sales profession. Students are judged on how they identified buyer needs, showed value, pitched a proposed solution, addressed buyer issues or concerns, and satisfied the need. FIU Business will increase program support and promotion to students through CIBER funding.

**CIBER Support 1.15: Industry Nights** offered through our MBA, EMBA, MSIRE, HCMBA, MSF and other Chapman Graduate School programs will offer students access to high-level executives who will impart their international experience in specific industries as well as general leadership skills. These events will be linked to the BizPass program, and will offer opportunities

for students to learn crucial career readiness skills directly from local and visiting professionals.

**CIBER Support 1.16: The Honors in International Business Program** features a multi-disciplinary curriculum in which students take courses in IB, regional studies, and functional areas. Students are immersed in the global business environment as they work on their Honors project and participate in Study Abroad. This program supports an objective of graduating highly competitive students with community, leadership, and global skills through international study, travel, and work/internship experiences. It requires students to complete a thesis and community service as well as join the IB Honors Society. The FIU IB Honors Society (IBHS) is the first nationally recognized Honors Society in Undergraduate IB education and sets best practice in the field. One IBHS initiative is a Global Leadership Project, a community service project where students complete a project internationally which impacts a local community.

➤ **Supporting Academic Programs and Initiatives**

**Masters of International Business - FIU Business' MIB** program is a fully-accredited 36 credit-hour program that prepares students to meet the challenges of managing teams across cultures and continents and expanding businesses into new markets. A key MIB feature is a unique master's project that challenges students to apply IB knowledge to a company's real-world challenges through a consulting capstone course. Both full-time and part-time program options are available, helping the program serve working professional students. In addition, the MIB program has the highest number of graduate dual degree programs supported through the Office of Global Initiatives which offers students to complete a degree at FIU and one of 60 partner universities in 30 countries by completing part of their graduate studies at each other's campuses. The MIB program requires an international trip and past students have travelled to India, Thailand, and Vietnam.

**International MBA** - The IMBA is a fully accredited (AACSB and SACS) full-time, 45-credit MBA that prepares students to compete and succeed on a global level. The full-time, one-year IMBA program is highly ranked - #15 by U.S. News & World Report (2016), #29 in the world by América Economía (2018), and #56 for best full-time MBA program by BusinessWeek (2014). Students gain a deeper understanding of global business issues and choose to study abroad or elect an internship experience at an international or multinational company.

**International Study Options and Faculty-Led Study Abroad Programs** - FIU Business administers about 30% of FIU's study abroad programs through its Office of Global Initiatives (OGI). Undergraduates and graduates can choose from among 40 study abroad or international dual-degree options in key business centers in Asia, Europe, Latin America, North Africa, and Oceania. OGI offers eight faculty-led options annually which take students to places like Shanghai, Paris, Rio de Janeiro, Caracas, Casablanca, and Melbourne and weave together academic knowledge, company visits, and cultural activities. Short Academic Programs range from 8 to 18 days, while Special Summer Programs provide longer periods of study at one of 20 international network schools. Exchange Programs provide for a semester or year abroad at up to 25 international network schools, and a second master's degree can be earned through a one-year Dual-Degree Program available at 20 different locations (Suppl. 9,10).

**B. COMPETITIVE PREFERENCE PRIORITY II:** Collaboration with MSIs and/or community colleges incorporating international dimensions into the curriculum

***Objective 2: Linking Resources for Curriculum Impact Locally and Globally***

➤ **12 New Activities Inter/Extra-organizationally Incorporating Global Dimensions**

**CIBER Activity 2.1: Study Abroad Curriculum Integration Study** - Study abroad tends to be less accessible at minority-serving institutions and community colleges due to limited resources,

a working student population, and a lack of study abroad requirements and electives due to state funding priorities limiting excess student hours. FIU Business proposes a Study Abroad Curriculum Integration Study across units, disciplines, and internationally-engaged offices to determine obstacles, challenges, and solutions towards integrating study abroad into FIU's Core Curriculum. Currently study abroad at FIU is voluntary, and only offered as an option in the Global Learning Medallion, as part of some honors programs, and through short faculty-led programs that offer FIU courses with an integrated international trip. The study will propose steps towards integrating study abroad across the FIU curriculum and will then expand the same study to local community colleges Broward College and Miami Dade College. An interdisciplinary task force will evaluate the study's implantation into strategic planning and curriculum changes and will report back outcomes of increased access to study abroad options as part of students' graduation rates and employability.

**CIBER Activity 2.2: Broward College Collaborations** – FIU and Broward College (BC) will team up to take advantage of each other's diverse international education and partnership networks. First, BC's international summer camp program, where students from Vietnam and China visit Florida for language training and a U.S. cultural emersion experience, will be enhanced to include local students from FIU and BC to interact and directly engage with the visiting students. This would be a particularly valuable experience for U.S. students who are unable to participate in a study abroad program. Second, FIU and BC faculty will co-create joint teacher training programs designed specifically for Chinese and Vietnamese faculty teaching in BC/FIU Asia-based academic programs. FIU and BC educators traveling to Asia to lead faculty development training programs would benefit from the cross-cultural experience by interacting with their Vietnamese and Chinese colleagues and gaining a better international and global

understanding. Third, FIU and BC faculty will develop joint faculty-led study abroad programs specifically focused on Asia to provide students with a cross-cultural, interdisciplinary experience that would better prepare them to interact in a globalized world.

**CIBER Activity 2.3: SIPA Collaborations** - Leveraging SIPA-JGI's Intelligence Community Center for Academic Excellence South Florida Consortium that includes Miami Dade College, Broward College, and Florida Memorial University, FIU will launch a monthly National Security Roundtable Series. The series will be comprised of monthly 3-hour-long simulations or other active learning sessions that focus on national security topics in a scenario-based environment. National Security Roundtables will typically feature a guest speaker from the U.S. or international national security community. Also as part of the roundtables, SIPA-JGI will examine historical international conflicts in an effort to raise awareness. Cases might include the Cuban Missile Crisis, Iranian Revolution, Iraqi WMD, and Bay of Pigs case studies. Roundtables will be livestreamed to increase accessibility and preserved for future audiences.

**CIBER Activity 2.4: Collaborative Online International Learning (COIL) Initiatives** - Building upon FIU's deep experience creating hundreds of impactful global learning courses, FIU-COIL is now utilizing technology to connect students and faculty with their peers across national borders. COIL courses enable intercultural teams to develop meaningful collaborative projects that increase participants' knowledge and help them better understand other people's perspectives. Since COIL courses are embedded within the curriculum, participating students gain access to the world and its diversity without incurring any additional cost. COIL participants build intercultural communication, virtual teamwork, and critical thinking skills—key competencies for effective global citizenship and employment. FIU Business will sponsor \$3000 per course: \$1500 for a faculty course development stipend, \$1500 for faculty travel, to

develop up to three courses per year that will feature a collaborative international online learning aspect and will encourage collaboration among faculty members across disciplines at FIU, and in collaboration with our international partner school network.

**CIBER Activity 2.5: Connecting Countries Program** - FIU Business' Office of Global

Initiatives and the Office of Global Learning will host at least two video-chats annually that will link FIU students via webcam and the video-conferencing software Adobe Connect to students at an international partner university. The discussion jointly moderated by FIU Business and international partner school faculty will engage students from each school introducing themselves and sharing information about their campus and programs. Students will then engage in a dialogue on the topic of globalization and global citizenship trends and their impact in the current labor market. Students will receive credit towards the Global Medallion program as well as extra credit in their classes. The event will be open to all FIU students allowing for interdisciplinary learning and international exposure.

**CIBER Activity 2.6: NOBLE K-12 Program** - Since 2009, the NOBLE project has brought together K-12 education and graduate students interested in curriculum and program development that integrate the study of world languages and cultures across disciplines. NOBLE works with educators and industry professionals on initiatives that promote real-world connections in the classroom and fosters innovative teaching and learning approaches that prepare students for the global workplace. FIU CIBER's support of this noble initiative is a collaboration across institutions as this project was initially created through UF CIBER and is currently supported at a minimal level through UF's Center for Latin American Studies NRC. FIU CIBER's support will help NOBLE with curriculum development, support a local teacher to attend the next Language for Special Purpose event, or help NOBLE develop online webinars or

workshops for K-12 teachers.

**CIBER Activity 2.7: MSI/CC Consortium (CMCC)** - FIU CIBER will partner with the U. of South Carolina CIBER and at least eight (8) other major research institutions to form an MSI/CC internationalization initiative collaborating with and supporting more than 200 MSI, CC and previously underrepresented institutions from all over the U.S. This new CIBER MSI/CC Consortium (CMCC), through its extensive scope of expertise and maximizing the economies of scale provided by its member schools, will lead, host, fund, and manage national-level IB activities designed specifically for faculty, administrators and students of MSI/CC and other current and previously underrepresented institutions (Suppl. 11).

**CIBER Activity 2.8: International Summer School Program** - FIU Business Office of Global Initiatives collaborating with the Office of Executive and Professional Education will develop an international summer school that will offer IB introduction classes appropriate for high-school and undergraduate students that can serve as electives in their programs. Both local and international students will be invited to participate and engage with local business professionals and international trade organizations, thus providing important career preparedness.

**CIBER Activity 2.9: Interdisciplinary Globalization Workshop Program** - FIU Business in collaboration with SIPA will provide an annual workshop open to MSIs and HCBUs to help them gain pedagogical tools, knowledge, and experience in interdisciplinary international education that links language, cross-cultural skills, IB and international relations topics. Program mentees will receive training with our faculty, curricula materials, and teaching methods to help their faculty incorporate international content into existing courses and/or develop new courses.

**CIBER Activity 2.10: International Content Expansion Seminar Series** - FIU Business will offer a seminar series open to FIU faculty across disciplines as well as to local community



colleges beginning with our collaboration with Broward College to increase the percentage of international content in existing courses. The seminar series will link proven methods in our Global Learning Curriculum with our renowned IB curriculum, thus increasing our local academic strength in international academic preparedness.

**CIBER Activity 2.11: MSI Professional Development Program** - As the largest MSI in the country, FIU has unique connections to build up fellow-MSI's faculty through international professional development opportunities. We propose to provide a full sponsorship to one faculty member annually from another MSI to one of our proposed FDIB Programs (Suppl. 12). There will be a competitive process to select a highly qualified faculty member with high research production and potential, but limited resources to participate.

**CIBER Activity 2.12: CIBERWeb** - CIBERWeb is a joint project between all the CIBERs. This online website provides basic information about the legislation that makes CIBER possible, an outline of the goals, and a directory of the CIBERs. The website is a resource for visitors to find individual CIBERs, including detailed listing of the lectures, workshops, events, publications, and funding opportunities that are offered. Our \$500 per year supports this important project, which is currently organized by SDSU CIBER.

➤ **2 Ongoing Support Initiatives that Support Interdisciplinary Outcomes**

**CIBER Activity 2.13: Consortium for Undergraduate International Business Education (CUIBE)** – FIU will match CIBER funding to support our participation in, and administrative support of, CUIBE. FIU is a founding member of CUIBE, which provides its members with an opportunity to benchmark their programs against other member schools and facilitate sharing of best practices in IB education. CUIBE celebrated its 15th anniversary at its spring meeting, held at FIU in March 2018. 43 CUIBE members currently account for 11 of the top 25 ranked IB

schools in U.S. News & World Report's undergraduate IB rankings, where FIU is currently ranked #7. FIU currently manages CUIBE's online undergraduate journal, the *Journal of Global Business and Community*, and funding will help maintain the software needed to run the journal.

**CIBER Activity 2.14: Alternative Spring Break Program** - FIU Business will continue self-supporting our alternative break program offered through our IB Honor Society (IBHS) program, which offers students the opportunity to travel during spring break to perform volunteer work. Alternative Breaks is FIU's largest, award-winning service learning program that allows students to experience diverse cultures and environments around a particular social issue. The FIU IBHS encourages and rewards scholarship and proficiency among students, as well as fellowship, mentoring, and advocating international education and professional opportunities to develop global leaders. The last cross-disciplinary IBHS Alternative Break to Bandhwari, India in Spring 2018 provided both undergraduate business and graduate global affairs students' lessons in sustainability, diplomacy, and business development knowledge assisting Bandhwari women with lessons in bookkeeping and Excel tutorials as well as implementing a business plan.

**C. INVITATIONAL PRIORITY:** Programs focused on language instruction and/or performance testing and assessment to strengthen the preparation of international business professionals

***Objective 3: Creating Sustainable Links between Learning and International Opportunities***

➤ **5 New Activities Focusing on Language Instruction & Intercultural Fluency**

**CIBER Activity 3.1: Lesser-Taught Languages K-12 Program** – FIU Business and our Department of Modern Languages will collaborate to organize a one-day seminar on teaching lesser-taught languages for business such as Portuguese, Italian, Japanese, and Mandarin. This

seminar will provide crucial curriculum training to local K-12 teachers on integrating IB language skills in lesser-taught languages that are increasingly needed in the global marketplace.

**CIBER Activity 3.2: College-Level Languages for Business Courses** – FIU Business will work with the Department of Modern Languages to offer languages for business for the FIU and local community college student population, including online/hybrid course options. For over 20 years, the Department of Modern Languages has taught Languages for Business on a regular basis. They offer two Spanish for Business courses at different levels totally on line every semester and French, Mandarin, Portuguese and Japanese for business once a year. Languages offered will also include Italian and Haitian Creole. This sustainable initiative will expand the offerings of business language study to additional populations both within and external to FIU.

**CIBER Activity 3.3: Interdisciplinary Intercultural Competency Language Student**

**Seminar** – This program will integrate with CIBER Activity 3.2 by hosting a two-day language seminar for business students as well as non-business majors who have taken a language in their program, and will also invite community college student participation. The seminar will introduce language-related intercultural competency skills and IB skills to increase students’ understanding and appreciation of competencies needed by successful global business professionals. Core learning objectives will be measured through pre- and post-assessment.

**CIBER Activity 3.4: Annual CIBER Business Language Conference** – CIBER Foreign Language and Business Conferences are a key resource for the business language community. The conference focuses on exploring the juncture between languages and professional skills and is a forum to discuss business language education. All CIBERS sponsor this conference, which rotates annually, and FIU would support this initiative as a participating CIBER.

**CIBER Activity 3.5: Business Certificate for Language Students** – In addition to the above

programs, FIU Business would offer a business certificate for language students. FIU Business would work with language faculty to develop and add elective projects to language curriculum in areas of IB. By completing an additional project around IB themes in their language course, students would gain knowledge on how to apply language skills in a global business context.

➤ **2 Ongoing Support Initiatives to Encourage Foreign Language**

**CIBER Support 3.6: Online/Hybrid Language Course Support** – Students will have multiple options to enroll in language courses online. FIU Online has been at the forefront of offering the best in online learning since 1998. FIU Online uses the latest in innovative technology to offer courses that are highly interactive, engaging and academically rigorous. Our exceptional online learning experience was ranked #3 in Student Services and Technology – Top Online Bachelor's Programs in U.S. News & World Reports for 2012.

**CIBER Support 3.7: Foreign Language Curriculum Integration** – FIU Business is developing a curriculum plan to further expand foreign language requirement into the undergraduate IB major. This will bring FIU Business in line with best practices of other top IB programs, and will positively impact the student population by developing an important skill for international business professionals.

**D. FACULTY AND RESEARCH ENGAGEMENT**

***Objective 4: Supporting Locally Engaged and Globally Impactful Research***

➤ **13 New Activities Enriching Faculty Research Development**

**CIBER Activity 4.1: Faculty Development in International Business (FDIB) Korea**

**Program** – FIU Business will offer the first ever FDIB to South Korea. This inaugural program will open networking and relationships in a key market that is often viewed as a model for emerging market countries, and currently in the spotlight and facing transition that could be

crucial to the IB arena. The two-week program for college faculty will introduce the challenges and opportunities emerging out of a region undergoing significant shifts in business and international trade policy. Recent site visits by Dean Li and Associate Dean Kundu have prepared the groundwork for developing this important program.

**CIBER Activity 4.2: FDIB India Program** – The FDIB India program is for faculty teaching and researching IB issues and wishing to expand their scholarly interests to India. The ten-day program connects professors with senior Indian multinational company managers, introduces them to policy makers, and allows them to exchange ideas with leading academic institutions. In today’s world economy, innovation is an essential growth engine and India is a top global player.

**CIBER Activity 4.3: FDIB Spanish for Business Program** – This 2-4-week FDIB program will increase business faculty’s proficiency in Spanish for Business, in addition to connecting with local multinational companies that engage in significant trade with the Asia Pacific market. The program will be open to business professionals as well, and will leverage existing partnerships with highly ranked business schools in Latin America to expose students to local MBA classrooms and customized programs. Participants will be exposed to links between the Latin and Asia Pacific emerging markets evident in the region and receive specific and supporting language, cross-cultural, and business research training.

**CIBER Activity 4.4: FDIB Cuba Program** - After over fifty years of estrangement, Cuba and the U.S. have now re-established diplomatic relations. Although trade sanctions remain, this marks an important milestone. Due to historical ties, the Cuban immigrant community, and Cuba’s proximity to the U.S., Cuba has a significance disproportionate to its economic size. Without discounting the importance of remaining disagreements – on topics such as human rights, travel restrictions, and Guantànamo – prospects for U.S.-Cuban trade and investment have

brightened. However, the Cuban economic system remains unique – dominated by subsidized state enterprises, a dual currency system, and hostility towards markets. These circumstances add to the need to better understand the Cuban economic and political system. FIU CIBER will co-sponsor the FDIB CUBA program, organized by U. of Maryland's CIBER by supporting one faculty from FIU or a partner MSI/HBCU institution to attend this FDIB each year.

**CIBER Activity 4.5: PDIB Latin American Pacific Alliance Program** – UM CIBER sponsors this study trip for faculty and professionals interested in learning more about the opportunities and challenges of working in/with Latin America's Pacific Alliance market-friendly countries. This PDIB places emphasis on technological and social challenges affecting companies in healthcare, finance, and other services industries. FIU CIBER will co-sponsor this FDIB by supporting one faculty from FIU or a partner MSI/HBCU institution to attend each year.

**CIBER Activity 4.6: Working Paper Series/Research Awards** – FIU CIBER will provide annual research awards to fund faculty and doctoral research in international trade, U.S. competitiveness, and new technology internationalization. A particular priority will be placed on funding research that examines business connections between Latin America and Asia, and that involves interdepartmental collaborations. As an award condition, faculty will be required to develop working papers and post them as part of an online FIU CIBER Working Paper Series.

**CIBER Activity 4.7: AIB Best Theory Paper Award** - Since 2017, FIU and AIB have partnered to establish the best theory paper award. The new award is presented annually at the AIB Annual Meeting to recognize a paper with superior theory development. An endowment from FIU provides funding support for the award.

**CIBER Activity 4.8: CLADEA Conference Support** - FIU Business is engaged at the highest level with the Council of Latin American Business Schools (CLADEA). As Dean Joanne Li sits

on the Directory Committee, FIU Business will continue to support continuous engagement by faculty and staff with CLADEA activities to support relationship building across the Latin American region. CIBER will support one faculty member and one student to participate in the Annual CLADEA Conference, where participants can present current research for feedback and engagement with colleagues.

**CIBER Activity 4.9: AOM Conference Best Emerging Scholar Award - FIU Business**

sponsors an annual award at the Academy of Management International Management Division recognizing a junior scholar who has contributed significantly to the study of international business based on criteria related to: 1) Significant impact on research on international management, 2) Outstanding research productivity, and 3) Research independence.

**CIBER Activity 4.10: South Florida IB Colloquium - FIU Business** will coordinate a speaker

series with other universities in the South Florida region including the U. of Miami, Florida Atlantic U., Nova Southeastern U., and Barry U. Topics will include international business working papers and forthcoming innovative research findings applicable to national competitiveness, sustainability, trade policy, cross-cultural management and emerging markets.

**CIBER Activity 4.11: Doctoral Research Support - FIU Business** will provide funding to

doctoral students engaged in impactful research in the areas of US competitiveness, international trade and investment, international relations, cross-cultural issues and sustainable enterprise.

**CIBER Activity 4.12: Emerging Markets Strategy Practitioner Research Series –** In line

with the CIBER goal to promote the competitiveness of American businesses competing against companies from emerging markets, FIU CIBER will compile a set of relevant research efforts by FIU Business faculty. FIU Business faculty continuously researches topics such as: aspects of the institutional environment and how these impact the competitiveness of business, offshoring and

outsourcing, mechanisms by which reputation functions in emerging markets, and factors impacting competitiveness in the automobile industry in Latin America. The current and future efforts of FIU Business scholars will be converted into short practitioner oriented summaries to allow their academic findings to be accessible to the community and business managers.

**CIBER Activity 4.13: CUIBE Value of IB Education Study** – In addition to the general CUIBE efforts mentioned in Activity 2.13, FIU is also currently leading a CUIBE-wide research effort to study the value of IB education amongst important stakeholders groups, including students, alumni, recruiters and deans. Questionnaires are currently being developed for a coordinated CUIBE-wide study, which is designed to improve undergraduate international business education by focusing on which dimensions of IB education are most valuable to different constituents. FIU faculty William Newburry is taking the lead role in this project. FIU CIBER funding will help in project administration, which is expected to continue for multiple years. Results should be particularly useful to IB educators in developing their programs.

### **III. Project Significance**

The U.S. is facing increased competition in international trade and business, and needs strong academic resource centers to prepare students and professionals to thrive in this new world. FIU is uniquely positioned to prepare students and professionals to meet these challenges by providing education and training that is interdisciplinary and future oriented. Our profile as an international business powerhouse and connector to Latin America, as well as our strategic priorities and engagement with the Asia Pacific region, allow us to act as the bridge builder between these key emerging markets, reinforcing the U.S.'s role in the changing world economy.

A CIBER at FIU will support FIU's many efforts to provide the thought leadership and capability building required to guide Miami's positioning as a global city. It is of national



importance that we use technology, international connections, and interdisciplinary collaborations to equip our students to excel in the international market place and advance the U.S.'s trade competitiveness. FIU's renowned online programs, global learning curriculum for global citizenship, and access to international study opportunities places us as an institution that is ready and prepared to help our students and community move into the next phase of education.

The many activities we are proposing have the potential to greatly impact our students and community. As the majority-minority serving institution, most of our student body is comprised of first and second generation Hispanic students who live and work locally, and are looking to increase their professional profile for a better future. Many FIU students, although from international origins, have never left the U.S. or Florida. Unfortunately for many students, study abroad is not an option. Economic and social barriers often make it difficult for students to participate. These lower participation rates at FIU compared to other doctorate-granting universities reflect the overall lower rate of study abroad participation by minorities, with U.S. participants being only 8.3% Hispanic or Latino(a) and 5.6% Black or African-American. With more than half of our undergraduate students qualifying for Pell grants and being the first in their families to graduate from college, barriers to study abroad participation are more pronounced at FIU than at other institutions. To increase study abroad participation at FIU Business, we are providing opportunities for short trips that fit into a full- or part-time work schedule (Suppl. 9).

As part of our CIBER application, we are proposing significant study abroad scholarships as well as internship programs to mobilize our student body. This effort will be reflected in the Study Abroad Curriculum Integration Study and Foreign Language Curriculum Integration Project that will be first implemented at FIU, and concurrently developed with Broward College and Miami Dade College to further equip local community colleges and MSI's with the tools to

not only prepare their students for international experience, but also to integrate the tools and opportunities students need into the curriculum.

Our proposed BizPass program will both encourage and track student's participation in key career readiness and international study opportunities and measure which activities are most impactful and effective in student engagement. Students will benefit from global awareness training from key corporate partners such as EY Miami, and the Business Insider and Speaker Series. Faculty will receive professional and research development through FDIBs to Korea and India as well as in Latin America, with a focus on building the bridge between these key markets through connections and experiences with colleagues and local businesses.

In addition, through FIU CIBER, we will take our language instruction to the next level by integrating languages crucial for international trade, business language skills, and intercultural competency skills. Students across disciplines and languages will be brought together to understand the impact and usefulness of their language skills, as well as how to effectively use them in international and intercultural contexts. Language students will have the opportunity to integrate international business projects into their classes as well and receive an academic certificate to increase their professional credentials.

This skill development will allow students, faculty, and professionals to leverage our location toward seizing international business opportunities. "Miami-Dade offers unparalleled connectivity to U.S., hemispheric and global markets," said Jaret Davis, co-managing shareholder for Greenburg Traurig's Miami office and the Miami-Dade Beacon Council 2016-17 chair. "This connectivity brings exciting collisions of ideas that companies can leverage for a competitive business advantage. We are on the precipice of something remarkable, and we are already generating ideas that can change the world." Innovation is flourishing throughout Miami-

Dade as creative professionals, entrepreneurs and investors take advantage of the area's promising business platform to launch collaborative new ventures. Meanwhile, leaders in the public and private sectors are committed to fostering growth in key sectors - aviation, banking and finance, creative design, life sciences and healthcare, technology, tourism, and trade and logistics - by highlighting Miami-Dade's many competitive advantages (Beacon Council). FIU as a key stakeholder in the city and region will be able to leverage a CIBER center for true return on investment for our students and community at large.

Overall, our proposal presents an interconnected network of activities that collectively impact an ecosystem of stakeholders including students, faculty, local businesses (and employers), other universities and colleges, trade organizations, and other government institutions. Through our proposed activities, we aim to collectively raise the status of the Miami-Dade community. This grant will allow FIU to expand our expertise to other institutions, while also simultaneously further developing our own already-strong IB capabilities. Given the interconnected nature of the proposal stakeholders, we expect the effects of each investment to be magnified as changes in one area impact others.

#### **IV. Quality of Project Design**

The extent to which our activities include a coherent, sustained program of research and development, including a substantial addition to ongoing lines of inquiry is critical for CIBER success (Suppl. 18). Our proposal encompasses a project design well positioned to deliver our expertise both regionally and nationally, and to ensure a sustainable impact. This design includes elements at multiple engagement levels starting from a base of individual FIU faculty that support and are supported by infrastructure at the department, center, college, and university levels. Additionally, proposed activities are intertwined so as to generate synergies between each

other, as well as within our three proposal themes. These themes are also mutually reinforcing as fostering global intercultural fluency and facilitating interdisciplinary impact and connectivity create conditions that support developing an Asia-Pacific - Latin America bridge.

At the individual level, FIU truly has world class faculty, as detailed in section VI and elsewhere, that possess the research and teaching competencies needed to successfully complete our proposed activities. FIU Business has a stellar and internationally-focused faculty that has been ranked #87 in the UTD research ranking. As evident by their international accomplishments (Suppl. 5), our faculty is extremely engaged and active in the IB arena, particularly in emerging markets, which supports our proposal theme of building a bridge between Latin America and Asia. We have consistent and future-looking research published in all top IB journals that connects to trends in emerging markets, which will allow us to ensure the highest quality of research-informed practice when implementing planned activities. The faculty have substantial connections to local community, business, international teaching and research networks, and other stakeholders to ensure that FIU CIBER outcomes reach the broadest audience possible.

However, it is not enough for individuals to operate alone. To achieve regional, national and global impact, support structures are needed to coordinate and meaningfully connect individuals and their departments to other stakeholders. To this end, FIU Business' Office of Global Initiatives (and similar offices/centers in other colleges) and the Office of Faculty and Global Affairs at the university level are designed to ensure a consistent level of emphasis and support of international activities so that FIU lives up to the statement: "International is our middle name". By coordinating activities at these multiple levels, we can achieve synergies between programs while avoiding duplicative efforts to ensure that program dollars are expended to achieve the greatest output. This is particularly important in achieving our proposal theme of

facilitating interdisciplinary impact and connectivity. Our infrastructure facilitates successful coordination with internationally focused centers and disciplines throughout FIU such as Modern Languages, SIPA, LACC and the Center of Leadership, among multiple others. FIU's award winning Global Learning for Global Citizenship initiative also supports interconnectedness by ensuring that all majors have embedded global learning courses, while serving as a base for achieving our theme of fostering global intercultural fluency. FIU has been designated a Carnegie-1 Research Institution, the highest designation possible. As such, we will be able to leverage our university-wide research capacity and impressive faculty resources and talent to support implementing the proposed programs and projects. FIU exemplifies the use of multiple support levels to achieve important goals as many programs build upon our multidimensional international expertise, our infrastructure for international strategy and engagement, and our institutionalization of international programs into our university and business school structure. These characteristics help ensure the future sustainability of FIU CIBER projects.

In addition to established infrastructure spanning vertical levels within FIU to support FIU CIBER programs, FIU and our faculty also have substantial horizontal connections that will facilitate successful activity completion. As noted elsewhere, FIU faculty have held substantial leadership roles in virtually all major IB academic organizations. Additionally, we have extensive partner university relationships around the globe. In line with and supported by these existing connections, we have proposed support for faculty to increase research initiatives and participation in leading organizations such as AIB, AOM, CLADEA and NASBITE. These initiatives will be further supported by FDIBs and PDIBs we are proposing to Korea and India, and will be connected to institutions across Latin America and the Asia Pacific through increased

connections and relationships in those regions. This will further the impact and sustainability of our IB scholarship, and will improve implementation of our program initiatives.

We also will leverage our international strategy and infrastructure and enhanced research resources through more well-developed and interconnected relationships to key community stakeholders. Our strengthened relationship with Broward College including initiatives to connect students through their international centers as well as our engagement with the Greater Miami Chamber of Commerce and their international trade activities significantly increase our ability to connect academic research with community-facing development programs. Our internal and external advisory council members will provide important linkages between academic, corporate, and international endeavors to connect knowledge with impact. Many proposed programs are designed for continued engagement and development with our faculty, advisory council, and administration to provide sustained and continuously improved program activities from year to year. We will ensure this continuous improvement process and sustainability through our management and evaluation plan.

## **V. Quality of the Management Plan**

FIU CIBER has developed a management plan to ensure that the objectives of the proposed project are achieved on time and within budget and that the center works to seek continued improvement by soliciting feedback from faculty, staff, and students.

***A World Class Advisory Council.*** FIU CIBER has formed an advisory council that is comprised of individuals from the private and public sector recognized for achievements in their field and service to the community. This highly experienced council is committed to providing guidance to ensure that the objectives of the proposed projects are met and to lend expertise in improving the service that FIU CIBER offers to the community. Joining this council are

members such as **Dr. Modesto “Mitch” Maidique**, who served as FIU President for 23 years, the first Cuban-American to of a U.S. university. Dr. Maidique has held academic appointments at MIT, Harvard, and Stanford and has served on numerous corporate Boards of Directors. Dr. Maidique also directs the Chapmanville Leadership Development Program, working with senior leaders from Miami-Dade County government to enhance their leadership and management skills. The council also welcomes **Edgardo Pappacena**, who has 35+ years of global business experience and has worked in 50+ countries providing strategic and business consulting advice to some of the world’s largest global companies and multinationals. Previously, Dr. Pappacena served as senior partner in PwC and Arthur Anderson and currently serves as CEO and President of Cani Investments, LLC. From one MSI to another, **Dr. David Moore**, Dean of International Education at Broward College has joined the FIU CIBER Advisory Council. Broward College is one of 28 state colleges in the Florida College system, serving over 67,000 students. Recently, Broward College was named among the top ten finalists for the 2019 Aspen Prize; an honor that Broward College received in 2013 and again in 2016. **Dr. Marjorie Lyles** is the incoming AIB President, after recently serving as President of the Strategy Management Society. She has published over 100 articles and chapters, and has consulted with USIA, World Bank, USAID, UNDP and private firms in Malaysia, Hungary, Vietnam, Poland, China and Indonesia on international strategies, educational projects, and needs assessment for management. Together with Dr. Maidique, Mr. Pappacena, Dr. Moore, and Dr. Lyles, the advisory council comprises individuals that make up *A World Class Advisory Council* (Suppl. 1). The advisory council is scheduled to meet twice annually to monitor the effectiveness of the proposed activities.

The responsibilities of managing the CIBER and the activities have been split into four critical parts. Each part is equally significant in seeing that CIBER activities are executed as

planned, not only to guarantee that CIBER serves as a local and national resource but also to ensure that the CIBER mission is advanced in a way that has a long-lasting impact on the community and constituents. First, the Office of Research & Economic Development (ORED), under the direction Vice President Dr. Andres Gil, will oversee the grant funding. ORED provides leadership in research administration, supports the endeavors of FIU's research community, and ensures that research activities are compliant with all local, state, and federal regulations. For day-to-day grant management assistance and oversight, the College of Business has assigned a Grant Administrator within the College to assist CIBER personnel on budget and grant management. The Grant Administrator will meet regularly with key personnel and provide updates on the financial operation of FIU CIBER and assist with accountability and compliance.

The second critical part is the advisory council, which governs FIU CIBER activities. This council will meet at least once a year to discuss past, current and future activities. The management plan rests on the advisory council's guidance. The third part is the role of the Principal Investigator (PI) and Faculty Director, Dr. Mary Ann Von Glinow. Dr. Von Glinow will be responsible for oversight of all CIBER activities, from planning to implementation, to evaluation. The fourth critical part is the day-to-day CIBER activities, which fall under the responsibility of Jennifer Hilton Montero, FIU CIBER Program Director. Jennifer will work with Dr. Von Glinow and Dr. Sumit Kundu, Associate Dean of International Programs, in ensuring the proper execution of planned activities, manage day-to-day CIBER activities, and supervise FIU CIBER staff. Finally, the fourth critical part is the role of Dr. Maida Watson as Foreign Language Coordinator. Under Dr. Watson's guidance, foreign language and lesser taught foreign language programs will be executed in accordance with the mandates and invitational priorities.

Each activity cycles through three phases: planning, implementation, and evaluation. All four



parts are involved in all three cycles to foster an environment of shared governance and for accountability. During the planning process, the activity objectives are reviewed, resources are evaluated for adequacy, and a timeline is reconfirmed. Certain activities may also solicit feedback from constituents during this stage. For example, the FDIB to India may ask for input on company visits that are relevant to today's economic and social discussions. The implementation phase includes marketing and recruitment for the activity or working with constituents or external units in the organization of the activity. During this stage, key variables are constantly being measured to ensure that objectives are being met. Through the implementation phase, the progress of the activity is monitored to make sure that the activity remains on schedule. At the conclusion of the activity, the activity enters the final phase, which is evaluation. At this stage, a final summative evaluation is created that lists the goals and objectives that were achieved and how well they were achieved. Feedback from the participants will provide insight on whether their expected outcomes were achieved.

## **VI. Quality of Project Personnel**

FIU CIBER's Faculty Director, **Dr. Mary Ann Von Glinow** served as FIU CIBER Director from 1998–2014, and Co-Director from 1995-1998; thus her CIBER experience is invaluable. She is the Knight Ridder Eminent Scholar Chair in International Management. She was Academy of International Business (AIB) President (2010-2012), and Academy of Management (AOM) President (1994-1995). She currently serves as mayoral appointee to the Shanghai Institute of Human Resources in China, and as a Senior Editor for the *Journal of International Business Studies (JIBS)*. **Dr. Sumit Kundu** is Associate Dean of International Programs for FIU Business, the James J. Batten Eminent Scholar Chair in International Business and Director of the Master of International Business Program. He is an Associate Editor for *Journal of Business*

*Research* and a European International Business Academy Board Member, and recently served as AIB Vice-President (Administration). **Dr. Maida Watson** is a Professor of Spanish in the Department of Modern Languages. She served as Department Chair from 1994-1997 and later 2002-2005. Dr. Watson has been affiliated with CIBER since 1995 as liaison to modern languages on languages across K-12 curriculum, languages for special purposes, and language development for teachers. She will serve as Foreign Language Coordinator for FIU CIBER. **Dr. William Newbury** is Chair of the Department of Management & International Business and the Ryder Eminent Scholar of Global Business. He is President/Chapter Chair of the AIB Latin America Chapter (2012-2018) and a Non-Resident Senior Research Fellow at the China Europe International Business School (CEIBS) Center for Emerging Market Studies. As Department Chair, many proposed CIBER activities will fall under Dr. Newbury's purview in the IB realm.

**Jennifer Hilton Montero** will serve as CIBER Program Director. She will work alongside the CIBER Director to ensure the quality of our grant recipients and overall deliverables. Jennifer is also the Director of the FIU Business Office of Global Initiatives (OGI). OGI resources will be leveraged to provide FIU CIBER with optimal access to resources, ensuring that the activities proposed in this project are executed with the highest results. Three other individuals serving in administrative positions will serve in advancing the mission of CIBER. An **Assistant Director** (TBD) will assist with executing the activities of the proposed project. This position will seek a candidate that has a strong interest and background in IB, including international exchange programs and specialized initiatives, such as short-term global study abroad programs. **Anthony Sakhleh** serves as Program Manager for Study Abroad Programs. He will assist undergraduate and graduate students with participating in College of Business/CIBER study abroad programs. **Denise Codorniu** serves as the FIU Business Grant Administrator. As

liaison with the Office of Research and Economic Development (ORED), Denise will work with key personnel on timely submission of deliverables, provide compliance/oversight with monitoring budgets and spending and ensure ethical management of said funds.

In addition to the above personnel, FIU CIBER is fortunate to have a president, **Dr. Mark B. Rosenberg** who is a staunch FIU CIBER supporter. Dr. Rosenberg, a world-renowned Latin American specialist, and our former **President Modesto Maidique** are responsible for our achievement of Carnegie Research R1 status. Dr. Rosenberg has not only been part of FIU CIBER for over twenty years, but also submitted the very first FIU CIBER proposal in 1990. Joining Dr. Rosenberg is newly appointed FIU Business Dean, **Dr. Joanne Li**. Dr. Li comes to FIU from Wright State U. where she served as Dean of Raj Soin College of Business. At Wright State, Dr. Li developed innovative programs designed to accelerate the college's role in economic and workforce development. While serving as Dean at Raj Soin, she was recognized as one of Dayton's Power 50 Women and named one of 100 Dayton's Women Influencers. Additionally, FIU faculty include current and/or recent leaders in virtually all prominent academic organizations in the IB field, including Presidents of AIB, AOM, the Iberoamerican AOM, the Business Association of Latin American Studies (BALAS), and the AIB Latin America Chapter, along with Chairs of the AOM International Management Division and the Strategic Management Society Global Strategy Interest Group. See Supplement 5 for a list of prominent IB faculty accomplishments and appointments. FIU CIBER is proud to work with FIU Business Professors **Stav Fainshmidt, Seema Pissaris, David Wernick, Weidong Xia, Aya Chacar, Jerry Haar, Juan Sanchez, Carolina Gomez, Peng Lu** and others who are extraordinarily qualified (Suppl. 20).

FIU is firmly committed to Equal Employment Opportunity (EE) and compliance with all

Federal, State, and local laws that prohibit employment discrimination on the basis of age, race, color, gender, national origin, religion, disability, protected veteran status, and other protected classifications. As a government agency, FIU is also committed to taking affirmative actions to hire and advance minorities and women as well as qualified individuals with disability and covered veterans. In furtherance of FIU's policy regarding Affirmative Action and Equal Employment Opportunity, FIU has developed a written Affirmative Action Program, which sets forth the policies, practices, and procedures, which FIU is committed to applying to ensure that its policy of non-discrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. A review of our faculty biographies (Suppl. 20) and our organizational chart (Suppl. 19) will demonstrate our diverse and strong workforce.

## **VII. Adequacy of Resources**

The costs of the objectives, design and potential significance of the proposed projects have been carefully evaluated to be cost-effective while maximizing significance and outcomes. The program budgets have been developed with the input of numerous experienced administrators, faculty and staff serving FIU and the College. Ultimately, while it may not happen in this cycle, the goal is to make these programs self-sustainable. However, we recognize that our constituents often do not have the economic means to participate in these activities, and thus, funding is critical to guaranteeing their participation and activity success. As such, FIU CIBER is requesting \$300,000 for each year of the cycle, for a total of \$1,200,000. FIU and the College of Business recognize the importance of FIU CIBER and have commitment in this investment in the form of considerable cash and in-kind matching contributions such as **operating budget, personnel, facilities, equipment and supplies**. The match is at and above the 50% level (see Suppl. 21 for Budget Notes and Suppl. 24 for Budget Narrative) for all four years of the funding

cycle, totaling \$1,567,813. The core center team is significantly absorbed within the College's operating budget, thus freeing up funds to support the activities. During the planning phase of each activity, the advisory council and key personnel will review the proposed budget to make sure that the costs are reasonable and consistent with the expectations of the objectives. Thus, the question is, *how do our resources stack up?* To answer this question, we start first by examining the resources that FIU CIBER has access to at the university level and then at the College level.

***A World's Ahead University.*** FIU has been coined the “majority minority” university as the largest minority serving institution in the U.S. With total enrollment of 56,851 students, we are the fourth largest university in the U.S. FIU is the first and only public research university in South Florida and is classified by Carnegie as a “R1: Doctoral Universities – Highest Research Activity” and recognized as a Carnegie Community Engaged university. As one of South Florida's anchor institutions, FIU contributes almost \$9 billion each year to the local economy and was named by the Chronicle of Higher Education as one of the “Great Colleges to Work For” in 2017. FIU has collectively graduated more than 200,000 alumni, 115,000 of whom live and work in South Florida, giving FIU CIBER access to a strong network of local, national, and global professionals. FIU has two main Miami campuses, as well as centers at FIU Downtown on Brickell, FIU @ I-75, the Miami Beach Urban Studios and Tianjin, China. Over forty centers call FIU home, such as the Latin American and Caribbean Center (LACC, a Title VI NRC), the Cuban Research Institute (CRI) - the nation's premier center for academic research and public programs on Cuban and Cuban-American issues, and the Metropolitan Center, an applied research and training institute that provides policy solutions to public, private and non-profit organizations in South Florida. With an annual operating budget of \$1.4 billion, \$177 million in total research expenditures in FY 2016-17, and 96% faculty body that hold a doctoral or highest

degree attainable in their field, FIU offers an environment that is academically rigorous and highly supportive.

FIU Business, led by Dr. Joanne Li, is among the 5% of elite business schools worldwide accredited by AACSB International. The College also receives high marks for its undergraduate and graduate programs, as well as faculty research productivity, by influential rankings organizations. The College ranks #87 in UT Dallas Top 100 Business School Research Rankings (2013-2017) for Faculty Research Productivity. FIU Faculty have impressive research credentials both in terms of quantity and quality. Over the past five years, they published over 100 articles in FIU A and A\* level journals, including 30 in prestigious UT Dallas journals. They have published numerous articles in all the top journals in the IB field, such as the *Journal of International Business Studies* (6 articles) and the *Journal of World Business* (9 articles), *Journal of International Management* (9 articles), *International Business Review* (7 articles), *Global Strategy Journal* (3 articles), and *Journal of Business Research* (18 articles).

Organizationally, FIU CIBER will be under the Department of Management & International Business, where the Undergraduate and Graduate Human Resource Management programs are ranked #1 by HR.com, the Undergraduate IB program is ranked #7 by *U.S. News & World Report*, and the Online Master's in Business (Corporate MBA) program is ranked #21 by *U.S. News & World Report*. FIU CIBER will be housed in the College's newest building, the Management and New Growth Opportunities (MANGO) building, a 107,000 square foot building that also houses the College's undergraduate academic advising, the Office of Global Initiatives, the School of Accounting and the Department of Management & International Business. MANGO, along with other Business buildings are all equipped with classroom capture technology that allows FIU students to interact with worldwide classmates simultaneously to

analyze real-life business cases, such as the Connecting Countries Video Chats proposed activity. FIU CIBER will be managed jointly by the Department of Management & International Business and the College's Office of Global Initiatives (OGI). OGI develops programs with quality Business Schools at universities around the world for students and faculty to experience the "I" in FIU. These programs include undergraduate and graduate dual-degrees, study abroad and exchange, and short-term inbound and outbound programs. Additionally, OGI provides support services to incoming and outgoing business students and assists faculty and staff with outbound study abroad trips and international research opportunities in cooperation with their collaborating institutions worldwide (Suppl. 6).

In addition, FIU has key connections and relationships with important community stakeholders that are working tirelessly to empower and provide tools to the Miami Dade community so that we continue to excel at a quick and effective rate. As reflected in the report *Benchmarking Miami's Growth and Competitiveness* in (Suppl. 14), FIU is working on a project sponsored by the James L. Knight Foundation called the Miami Urban Future Initiative, which is leading new research and mapping on economic, occupational, creative, and technological assets in Miami. This partnership brings together renowned experts to provide necessary data, evidence, and strategy to grow a more inclusive, creative economy for a 21<sup>st</sup> century global Miami. Miami has reached a crossroads. Its economy – historically based on tourism, hospitality, transportation, and real-estate development – has deepened, diversified, and become more creative and idea-based, as banking, media, arts, education, and new technology-based industries have assumed a larger role.

## **VIII. Quality of Project Evaluation**

Our project evaluation plan incorporates performance measures that will provide on-going

monitoring of progress and outcomes assessment. All activities will be evaluated using several evaluation indicators, allowing for short-term and long-term measurements. Each activity will also be measured and aligned with the Government Performance and Results Act of 1993 (GPRA) measures 1-3 and the efficiency measure and their performance will be reported through the International Resource Information System (IRIS).

***Establish a Baseline.*** A baseline assessment of each activity will be conducted to establish the current status of the project. FIU uses the Transparency Framework from the National Institute for Learning Outcomes Assessment (NILOA) to frame and contextualize institutional assessment practices (Suppl. 23). This framework allows us to tap into student learning outcomes, assessment plans, assessment resources and activities, as well as evidence of student learning from across FIU. When conducting baseline studies, we will identify program indicators, which will help in questionnaire/survey design and in determining evaluation indicators. Furthermore, it allows us to establish a boundary as to ensure the sample is only limited to the target population so that activity will meet the mandates as proposed in the project and can be measured against the GPRA Measures.

***Engage Stakeholders.*** With support of our advisory council (Suppl. 1), we will engage stakeholders that will be associated with the program evaluation. We will conduct focus groups and information sessions to engage stakeholders and maximize their involvement. Their perspectives will influence the framework of the evaluation. Their insights or preferences on the most effective and appropriate ways to collect data from respondents is key. Their input in evaluating the program strategies and evaluation information not only strengthens the evaluation process, but also increases their support of the evaluation and the degree to which they will act on the results and recommendations. The criteria for evaluation will be developed for each



activity once funding is announced. However, the PMF (Suppl. 22) will also be used to measure overall program goals through both output and outcome measures of individual projects.

***Evaluation Tools.*** To evaluate and measure the programs' outcomes and success, three key evaluation tools will be involved. A. Surveys. Electronic surveys (Qualtrics) will be carefully crafted to solicit feedback. Some of the programs will have a pre and post survey, such as the FDIB programs, to better gauge program effectiveness. B. Focus Groups. Focus groups will allow us to have directed, open-ended questions that will give us insight into how the participants perceived the value of the program. These groups will be facilitated by key CIBER personnel and will include 3-5 individuals per program. C. Interviews. Personal, one-on-one interviews will allow us to explore responses from a different perspective. Studies have shown that people are more likely to readily answer live questions than administered questionnaires. Interviews also provide the opportunity to probe or ask follow-up questions.

Evaluation tools used will be mixed between program. For example, all participants of a study abroad program or PDIB will receive an electronic survey, with a handful being selected to participate in a focus group or interview. Not only will this mixed method maximize feedback results and identify strengths and weaknesses of the program from multiple angles, but will give us an opportunity to target one or more of the GPRA measures per activity. All evaluation results will be stored in an electronic database, with the baseline assessment.

***Evaluate Performance.*** Feedback will be reviewed to assess the effectiveness of the program and to determine if the goals and objectives are being met. Adjustments will be made as necessary, including introducing new programs or resources to address gaps or insufficiencies.

***External Evaluator.*** Each year of the funding cycle, an independent external evaluator will be asked to provide a summative evaluation of the grant implementation and outcomes. This role

will focus on the quality of the programs, effectiveness of the programs, and identify areas for improvement. There are three main advantages to using an external evaluator. First, the evaluator will be an independent individual that is disinterested and objective in their view of the program and outcomes. Since they have less of an economic “stake” in the success or failure of a program, they are better positioned to provide an unbiased evaluation. Second, we seek an evaluator that can bring a breadth of experience evaluating a range of the programs. Evaluators that have worked in a variety of program context can draw on their experience to inform current evaluation initiatives. Third, experienced evaluators have superior knowledge and wisdom on developing a rich and deep evaluation. Not only have they perfected their skill in program evaluation, but they often have a range of expertise and technical skills that internal evaluators do not possess. The summative evaluation will be shared with CIBER staff, the advisory council, the Dean of the College of Business, and the faculty of the College of Business.

## **IX. Conclusion**

FIU is honored to submit our 2018-2022 CIBER Proposal focusing on three key themes: **Developing an Asia-Pacific – Latin America Bridge; Fostering Global Intercultural Fluency; and Facilitating Interdisciplinary Impact and Connectivity.** We have proposed a collection of 50+ activities that include the mandatory activities and competitive and invitational priorities in a coordinated program that will have significant impact locally in Miami-Dade, regionally and on a national level. We have also demonstrated a combination of impressive faculty capabilities, institutionalized university infrastructure support and a strong management plan that ensures we are well positioned to achieve successful activity outcomes that are sustainable well into the future. We are committed to ensuring the Department of Education receives a strong return on its investment that will meaningfully improve U.S. competitiveness.

## Other Attachment File(s)

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## **FIU CIBER ADVISORY COUNCIL**

### *College of Business Representatives*

Dr. Joyce Elam	Dean Emerita, College of Business
Dr. Sumit Kundu	Assoc. Dean, International Programs & Professor and James K. Batten Eminent Scholar Chair
Dr. Joanne Li	Dean of College of Business
Dr. Modesto A. Maidique	President Emeritus & Professor
Dr. William Newbury	Chair, Department of Management & IB & Professor
Ms. Jaqueline Sosa	Regional Director, SBDC
Dr. Jose de la Torre	Professor and J.K. Batten Chair in Strategy (Emeritus)
Dr. Mary Ann Von Glinow	CIBER Director, Knight Ridder Eminent Scholar Chair in International Management

### *International Studies or Foreign Language Representatives*

Dr. Pascale Becel	Chair, Department of Modern Languages, FIU
Dr. Frank Mora	Director, Latin American and Caribbean Center (LACC)
Dr. John Stack	Professor and Founding Dean, Steven J. Green School of International and Public Affairs, FIU
Dr. Maida Watson	Professor of Spanish, Department of Modern Languages, FIU

### *Representatives of Other Academic Institutions*

Dr. Marjorie Lyles	Incoming AIB President
Dr. David Moore	Dean, International Education, Broward College

### *Representatives of Local and Regional Businesses*

Maribel Diz	Vice President, Visa, Inc.
Maria Drew	President, HR Strategist Group
Manny Mencia	Sr. Vice President, In'tl Trade Division, Enterprise, Florida, Inc.
Edgardo Pappacena	CEO, Cani Investments
Gary Spulak	President, Embraer Aircraft Holdings
Rosanna Tabares	Organizational Effectiveness Consultant, Talent Strategies

## **FIU CIBER ADVISORY COUNCIL (CONT'D)**

The FIU CIBER Advisory Council was established on May 15, 2018.

The Advisory Council is scheduled to meet at least twice per calendar year. The tentative meeting schedule for the proposed grant cycle are:

- **Friday, November 16, 2018**
- **Friday, March 15, 2019**
- **Friday, November 15, 2019**
- **Friday, March 13, 2020**
- **Friday, November 13, 2020**
- **Friday, March 12, 2021**
- **Friday, November 12, 2021**
- **Friday, March 11, 2022**

## CIBE Assurance Form

**INSTRUCTIONS:** Applicants are required to provide the following assurance. This assurance form must be signed by the authorized representatives of the applicant. Upload this form as item #2 in the Other Narrative Attachment Form section of the e-application.

The applicant hereby assures and certifies that:

1. In addition to conducting the extensive planning activities required under the eligibility section of the statute, the Center Advisory Council shall meet not less than once a year after the establishment of the Center to assess and advise on the programs and activities conducted by the Center;
2. There shall be ongoing collaboration in the establishment and operation of the Center by faculty of the business, management, foreign language, international studies and other professional schools or departments, as appropriate;
3. The education and training programs of the Center will be open to students concentrating in each of these respective areas, as appropriate, and that diverse perspectives will be made available to students in these programs.
4. The applicant will use the assistance provided under this program to supplement and not to supplant activities already being conducted by the applicant.

Regnier Jurado, Director, Research Management Solutions

\_\_\_\_\_  
Name and Title of Authorized Representative

  
\_\_\_\_\_  
Signature

6/13/18

\_\_\_\_\_  
Date

**SUPPLEMENT 2**  
**LETTERS OF SUPPORT**





May 30, 2018

Mrs. Betsy DeVos  
Secretary of Education  
U.S. Department of Education  
400 Maryland Avenue Southwest  
Washington, District of Columbia, 20202

Dear Secretary DeVos:

As the President of Florida International University (FIU), I am writing to eagerly support and endorse the Center for International Business Education and Research at Florida International University (CIBER). I have known the work that Dr. Von Glinow and CIBER have done for the last twenty years and have seen first-hand the impact it has had to our constituents.

As a minority serving institution, where 61% of our students are Hispanic, and 13% African American, FIU has dedicated itself to enriching the lives of our students and our global community. Having CIBER at FIU will help us with this endeavor through the promotion of the importance of international business through the development of a wide range of programs, such as those that emphasize language for business, study abroad, and international research. In addition, FIU Business has institutionalized international business support through its Office of Global Initiatives, which will provide important sustainability for our initiatives moving forward, creating sustained impact for our community.

FIU CIBER will work with South Florida's international business community on issues of concern and performs a valuable outreach to our partners. Our new initiatives to create links between the Asia Pacific and Latin American regions will greatly increase international trade and business flows for the Miami region. For FIU and the community it represents, the CIBER grant is critical to our mission and mandate given our diverse university.

I strongly support the FIU CIBER grant, and its efforts and goals, intrinsic to our university. If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mark B. Rosenberg", with a stylized flourish extending from the end of the signature.

Mark B. Rosenberg



June 8, 2018

Mrs. Betsy DeVos  
Secretary of Education  
U.S. Department of Education  
400 Maryland Avenue Southwest  
Washington, District of Columbia, 20202

Dear Mrs. DeVos:

As the Provost and Executive Vice President of Florida International University (FIU), I affirm my support for a Center for International Business Education and Research (CIBER) at Florida International University. FIU previously held a CIBER designation for twenty-years, and the loss of this crucial resource to our community has been unfortunate. As the 4<sup>th</sup> largest public research university in the country with over 200,000 alumni, the majority of whom reside in our local community, CIBER is a key resource to be able to provide international business & trade training and programming to our community. Regaining the CIBER designation will equip Miami-Dade county and the south Florida region with the skills to be competitive and successful in helping to promote the United States trade and competitiveness worldwide.

FIU is designated as a Carnegie Highest Research institution, the only public research university in South Florida which is the gateway for trade between the US, Latin America and Asia. FIU possesses the resources and faculty with relevant expertise that will allow us to better leverage the CIBER grant to provide training to the local community on aspects of international trade, commerce and conduct critical research. FIU has a diverse student body representing 125 countries, our college of business has several top ranked programs including accounting and human resources. International Business undergraduate program is ranked #7 by U.S. News & World Report and the college has over 60 partnership agreements in 30 countries that will be leveraged with the CIBER designation.

FIU CIBER will work to enhance our ability to positively impact our community, linking our students, community, and businesses to knowledge and international connections across Latin America and the Asia Pacific region.

I strongly support the FIU CIBER proposal and its efforts and goals are intrinsic to our university. If I can be of further assistance, please do not hesitate to contact me.

Sincerely,



Kenneth G. Furton, Ph.D.  
Provost and Executive Vice President

April 25, 2018

Mrs. Betsy DeVos  
Secretary of Education  
U.S. Department of Education  
400 Maryland Avenue Southwest  
Washington, District of Columbia, 20202

Dear Mrs. DeVos:

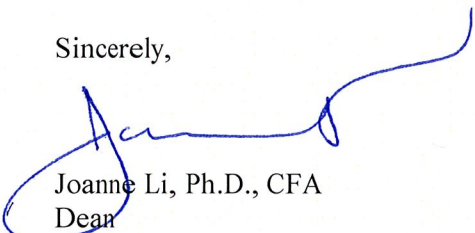
I am writing to express my support for Florida International University's College of Business proposal for the funding of a Center for International Business Education and Research. For twenty-years we were privileged with having this Center and as the new Dean of FIU Business, it is my desire to reestablish this center so that we may once again become a local and national resource for emphasizing the international context of business.

One of the strategic themes of the University emphasizes the importance of scholarship in the international arena. The FIU CIBER clearly supports this theme with a wide range of programs, including those related to developing language for business curriculums, student study abroad programs, and faculty and professional development programs that will have a lasting impact on a local and national scale.

In addition, FIU CIBER will create an invaluable bridge between FIU Business and the rest of the University by involving faculty from outside of FIU Business, through the development of cross-disciplinary programs, such as collaboration with the University's Latin American and Caribbean Center (LACC) and FIU's own StartUP FIU, an entrepreneurship hub to help FIU students, faculty and entrepreneurs create and grow their business in South Florida. The proposed initiatives will continue to support these cross-disciplinary collaborations.

We are pleased to support the CIBER request and are confident that the management team will execute their plans in a manner supportive of the University, College, and Department of Education objectives and truly be a "national" resource.

Sincerely,



Joanne Li, Ph.D., CFA  
Dean  
Professor of Finance  
Ryder Eminent Scholar Chair in Business

May 18, 2018

Betsy DeVos  
Secretary of Education  
U.S. Department of Education  
400 Maryland Avenue Southwest  
Washington, District of Columbia, 20202

Dear Ms. DeVos:

I am writing to express my support for Florida International University's College of Business proposal for the funding of a Center for International Business Education and Research (CIBER). As the Vice Provost for Faculty & Global Affairs, I wish to express my utmost support for a CIBER center at FIU.

In 2015, purposefully aligned with the University's mission and Provost Kenneth G. Furton's strategic priorities, the Office of Faculty and Global Affairs (OFGA) was established at FIU and serves as a key resource and driver in faculty academic excellence and success. OFGA also underlines the institutional commitment to cross- and intercultural fluency for the 21st century. We lead the university community in its strategic internationalization for 21st century and global readiness. The Office synergizes FIU's international educational, research and engagement activities by focusing on efficiencies and creating new opportunities in support of our collective international educational goals.

FIU regaining a CIBER center will allow us to leverage our efforts in conjunction with the business school and across campus through intradisciplinary collaboration and programming in order to have a greater impact in preparing our students, faculty, and local community to be global citizens and professionals. We look forward to supporting the many programs proposed, and are pleased that FIU now has further international infrastructure and support through our office to sustainably increase outcomes and impacts.

I am pleased to endorse and stand behind FIU's application for CIBER designation in the

next grant cycle, and look forward to the additional impacts we can make in our local and global community.

Sincerely,

A handwritten signature in blue ink that reads "Meredith A. Newman". The signature is fluid and cursive, with the first name "Meredith" and last name "Newman" clearly distinguishable.

Meredith A. Newman, Ph.D.  
Vice Provost for Faculty & Global Affairs  
Professor of Public Administration

May 15, 2018

**INTERNATIONAL CENTERS**

**ECUADOR CENTER**

Center for American Education  
Circunvalacion Norte #419, Urdesa  
Guayaquil, Ecuador

**SRI LANKA CENTER**

American College of Higher Education  
Number 23, Hospital Road  
Dehiwela, Sri Lanka

**PERU CENTER**

Center for Global Education at USIL  
Avenida de la Fontana 550 La Molina  
Lima, Peru

**VIETNAM CENTER**

American Polytechnic College  
21 Le Quy Don Street  
District 3  
Ho Chi Minh City, Vietnam

**INDIA CENTER**

National Management School  
2D, 20 New Beach Road  
Thiruvanniyur 600 041  
Chennai, India

**BOLIVIA CENTER**

International University of Santa Cruz  
Barrio Sirari Calle Los Pinos  
473 esp. Los Claveles  
Santa Cruz, Bolivia

**CHINA CENTER**

Wuxi South Ocean College  
No. 99, west Shanshui Road  
Jiangsu Province 214081  
Wuxi, China

**CHINA CENTER**

Shanghai Polytechnic University  
2360 Jin Hai Road Pudong 201209  
Shanghai, China

**CHINA CENTER**

Beijing Hengda Investment Co., Ltd  
Rm. 1016, Building 3  
No. 99 West Road of North Third Ring  
Haidian District  
Beijing, China

Mrs. Betsy DeVos  
Secretary of Education  
U.S. Department of Education  
400 Maryland Avenue Southwest  
Washington, District of Columbia, 20202

Dear Mrs. DeVos:

I am writing to express my support for Florida International University's College of Business proposal for the funding of a Center for International Business Education and Research. FIU and Broward College have established a strong and collaborative relationship in the past couple of years. We have recently signed an MOU facilitating the transfer of international students to FIU through Broward College's international centers and affiliates in Bolivia, China, Ecuador, India, Indonesia, Peru, Spain, Sri Lanka, and Vietnam.

Broward College is a Florida state college in Fort Lauderdale, Florida. BC was established in 1959 as part of a move to broaden Florida's two-year colleges. In 2012, Broward College was named one of the top 10 percent of community colleges in the nation by the Washington D.C.-based Aspen Institute. BC serves 44,119 students and as well as being a community college, is a minority serving institution with a minority enrollment of 74% of the student body (majority Hispanic and Black), which is more than the state average of 54%. Broward College ranks third for conferring degrees to minority students, second for degrees conferred to African-American students, third for the number of associate degrees awarded in liberal arts and sciences, general studies and humanities, and fifth for degrees conferred to Hispanic students.

The mission of Broward Community College is to provide high quality educational programs and services that are affordable and accessible to a diverse community of learners. Supported by the Board of Trustees and the community, a dedicated faculty and staff fulfill this mission through their commitment to student achievement, lifelong learning, academic excellence and the use of current technology. As Dean of International Education, I am pleased to be developing collaborations with FIU toward interdisciplinary international, intercultural, and global dimension programs to enhance our students' preparedness for a global career. We look forward to leveraging our international centers and outreach to connect our community and students to a world of possibilities. We are pleased to support the CIBER request and are confident that we will be able deliver impactful programs for our community.

Sincerely,



**David D. Moore**  
Dean, International Education, Broward College





June 6, 2018

Mrs. Betsy DeVos  
Secretary of Education  
U.S. Department of Education  
400 Maryland Avenue Southwest  
Washington, District of Columbia, 20202

Dear Mrs. DeVos:

I am writing to express the Greater Miami Chamber support for Florida International University's College of Business proposal for the funding of a Center for International Business Education and Research. FIU and the Greater Miami Chamber of Commerce have a well-established relationship, and are both key constituents in supporting international trade development in the South Florida region. Both FIU and GMCC Business were a principal sponsor for the GMCC Impact Miami event, an FIU and GMCC continuously partner together to increase the voice of South Florida in the global market place.

The Greater Miami Chamber of Commerce is a catalyst to help members grow, improve and protect their businesses. It is dedicated to building the best environment for business in the Americas and committed to improving the economic vitality of South Florida by educating and advocating for solutions to members' business needs. FIU President Dr. Mark Rosenberg was our previous chair from 2016-2017, noting FIU's priority and engagement regarding our mission and vision.

The Greater Miami Chamber of Commerce is the proud voice of the South Florida business community and a civic engine that fuels the advancement of our great city. Founded in 1907 as the Miami Board of Trade, today's Chamber boasts representing more than 400,000-member company employees and is heralded for its legacy of leadership in economic development, and its unwavering commitment to improving the Miami-Dade community.

We understand that Miami's private sector is the most imaginative and powerful resource the city has and is the conduit to getting things done that positively impacts our businesses and our lifestyles. By coming together, we involve some of this community's best and brightest in addressing current challenges and in implementing programs that position the region for future success through new Miami business and young professional mentorship. To carry out our mission, we focus on seven primary areas: Disruption, Governmental Affairs, Industry Growth, International Business, Leadership Programs, Marketing, Membership & Strategic Revenue Growth, and Urban/Community Growth.

We are pleased to support the CIBER request so that FIU and GMCC can continue and expand our work in supporting international trade development initiatives that are so crucial to our community and United States international trade competitiveness.

Sincerely,

A handwritten signature in black ink that reads "Liane Ventura". The signature is fluid and cursive, with the first name "Liane" and last name "Ventura" clearly distinguishable.

Liane Ventura  
Senior Vice President  
Disruption & International Business

**Greater Miami Chamber of Commerce**

1601 Biscayne Boulevard, Miami, FL 33132-1260  
305-350-7700 • Fax 305-374-6902

[www.MiamiChamber.com](http://www.MiamiChamber.com)

PR Award # P220A180018

May 15, 2018

Mrs. Betsy DeVos  
Secretary of Education  
U.S. Department of Education  
400 Maryland Avenue Southwest  
Washington, District of Columbia, 20202


Dear Mrs. DeVos:

As the external, corporate members of the Advisory Board for the proposed FIU Center for International Business Education and Research (CIBER), we wish to communicate our engagement and commitment to supporting FIU in the development of impactful programming for our community.

As representatives of professional associations and businesses that are key stakeholders in the South Florida region, we truly understand the importance of having local access to a national resource that can provide curriculum development, research, and training on issues of significance to international trade and competitiveness. Florida International University is renowned for its ability to provide access with excellence as the only public research university in South Florida. FIU Business as the largest business school in Florida and the only one ranked nationally for international business offers the lowest tuition of the top ranking and truly offers a significant return on investment for our students and community. In addition, FIU's profile as the largest minority serving institution (MSI) in the country as well as a leader in internationalization gives it important visibility as the University of Choice when community members, government representatives, and international delegations consider where to go for resources. FIU regaining a CIBER designation would further allow for the region's development of international business and trade initiatives.

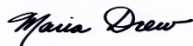
We, the members of the FIU CIBER Advisory Board will provide advice and guidance about the direction for the FIU grant activities. We look forward to helping FIU develop and guide its programming to have the utmost impact for students, professionals, and our community at large.

Sincerely,




Maribel Diz

Vice  
President,  
Visa, Inc.



Maria Drew

President, HR  
Strategist  
Group



Marjorie Lyles

Incoming  
President,  
Academy of  
International  
Business (AIB)



Manny Mencia

Senior Vice  
President,  
International Trade  
& Development,  
Enterprise Florida



Rossana Tabares

Organizational  
Effectiveness  
Consultant, Talent  
Strategies



**Congress of the United States**  
**Washington, DC 20515**

June 12, 2018

The Honorable Betsy D. DeVos  
Secretary  
U.S. Department of Education  
400 Maryland Avenue SW  
Washington, D.C. 20202

**Re: Letter of Support for Florida International University's Center for International Business Education (CIBE) Application**

Dear Secretary DeVos:

As Members of Congress representing South Florida, we write to bring to your attention the application of Florida International University (FIU) for a grant through the Department of Education's Center for International Business Education (CIBE) program. As the largest public business school in Florida and the only Florida business school ranked for undergraduate international business programs by U.S. News & World Report, FIU understands the importance of international trade and competitiveness and is uniquely positioned to provide locally and globally impactful programs.

This application would allow FIU to become a regional and national resource for the teaching of improved business techniques and strategies that emphasize the increasingly international context in which business is transacted. The global international business landscape is dramatically changing, with much trade now occurring directly between emerging markets. FIU's strong expertise, connections, and programs abroad ideally prepares them to train U.S. students to operate in this new world environment, and not be bypassed.

To further these efforts, their proposal includes over 40 new/continuing program activities in six project categories for 2018-2022 focusing on the Asia-Pacific/Latin American Bridge, supporting global intercultural fluency, and providing impact through connectivity. We strongly believe these areas represent the principal skills and opportunities that will assist FIU in helping bring American students and businesses to the front line of international trade and competitiveness.

Again, we appreciate your full and fair consideration, consistent with applicable law and regulations, of Florida International University's Center for International Business Education (CIBE) grant application.

Sincerely,



Carlos Curbelo  
Member of Congress



Debbie Wasserman Schultz  
Member of Congress



Mario Diaz-Balart  
Member of Congress



Frederica S. Wilson  
Member of Congress



Ileana Ros-Lehtinen  
Member of Congress

## ALIGNMENT OF ACTIVITIES AND PURPOSES

The table cross-lists the proposed activities with the mandatory activities, competitive priorities and the invitational priority. The six purposes are:

- Be national resources for the teaching of improved business techniques, strategies, and methodologies that emphasize the international context in which business is transacted;
- Provide instruction in critical foreign languages and international fields needed to provide an understanding of the cultures and customs of U.S. trading partners;
- Provide research and training in the international aspects of trade, commerce, and other fields of study;
- Provide training to students enrolled in the institution or institutions in which a center is located;
- Serve as regional resources to local businesses by offering programs and providing research designed to meet the international training needs of such businesses; and
- Serve other faculty, students, and institutions of higher education located within their respective regions.

Mandatory Activities A - F, Competitive Priorities 1 and 2 and Invitational Priority 1	CIBER Activity / Support	Purpose 1 - Be national	Purpose 2 - Provide	Purpose 3 - Provide	Purpose 4 - Provide	Purpose 5 - Serve as regional	Purpose 6 - Serve other
<b>FIU-CIBER Grant Proposal Objective 1: The Preparation of Global Professionals and Citizens</b>							
<b>Competitive Preference Priority 1:</b> Collaboration with a Professional Association or Business- Activities that propose to collaborate with one or more professional associations and/or businesses on activities designed to expand employment opportunities for international business students, such as internships and work-study opportunities.							
<b>Mandatory Activity "D":</b> Collaborative programs, activities, or research involving other institutions of higher education, local educational agencies, professional associations, businesses, firms or combinations to promote the development of international skills, awareness, and expertise among current and prospective members of the business community.							
BizPass Program	1.1				X	X	X
Global Citizen Work Preparedness Program	1.2				X		X
BMI International Scholarship Program	1.3	X			X	X	X
Student Global Career Development Internship Program	1.4	X			X	X	X
Study Abroad Scholarships Program	1.5	X				X	X
CLADEA Student Sponsorship	1.6	X		X	X	X	X

NASBITE Membership	1.7	X		X	X	X	X
International Business Seminar Series	1.8				X		X
GMCC Trade Mission and Consular Collaboration	1.9	X			X	X	X
Business Inside Speaker Series	1.10		X		X		X
CIBER-DEC Initiative	1.11	X	X		X	X	X
FIU Business Mentor Program	1.12				X	X	X
CMS Services	1.13				X	X	X
Global Bilingual Sales Lab	1.14	X	X		X	X	X
Industry Nights	1.15	X			X		X
The Honors in International Business Program	1.16	X			X		X
Masters of International Business	Support	X			X		X
International MBA	Support	X	X		X		X
International Study Options and Faculty-Led Study Abroad	Support	X			X		X
<b>FIU-CIBER Grant Proposal Objective 2: Linking Resources for Curriculum Impact Locally and Globally</b>							
<b>Competitive Preference Priority 2:</b> Collaboration with Minority-Serving Institutions (MSIs) or Community Colleges - significant and sustained collaborative activities designed to incorporate international, intercultural, or global dimensions into the business curriculum of the MSI(s) and/or community college(s)							
<b>Mandatory Activity "A":</b> Interdisciplinary programs, which incorporate foreign language and international studies training into business, finance, management, communications systems and other professional curricula.							
<b>Mandatory Activity "B":</b> Interdisciplinary programs which provide business, finance, management, communication systems, and other professional training for foreign language and international studies faculty and advanced degree candidates							
Study Abroad Curriculum Integration Study	2.1	X		X		X	X
Broward College Collaborations	2.2	X		X	X	X	X
SIPA Collaborations	2.3	X		X	X	X	X
Collaborative Online International Learning (COIL) Initiatives	2.4	X		X	X	X	X
Connecting Countries Program	2.5	X		X	X	X	X
NOBLE K-12 Program	2.6	X	X	X	X	X	X

MSI/CC Consortium (CMCC)	2.7	X		X	X	X	X
International Summer School Program	2.8	X		X	X	X	X
Interdisciplinary Globalization Workshop Program	2.9	X		X	X	X	X
International Content Expansion Seminar Series	2.10	X					X
MSI Professional Development Program	2.11	X	X	X	X	X	X
CIBERWeb	2.12	X	X	X	X	X	X
Consortium for Undergraduate International Business Education (CUIBE)	2.13	X	X	X	X	X	X
Alternative Spring Break Program	2.14	X			X		X

**FIU-CIBER Grant Proposal Objective 3: Creating Sustainable Links between Learning and International Opportunities**

**Invitational Priority 1:** Applications that propose programs or activities focused on language instruction and/or performance testing and assessment to strengthen the preparation of international business professionals.

**Mandatory Activity "C":** Programs, such as intensive language programs, available to business community and other professionals, which are designed to develop or enhance their international skills, awareness, and expertise.

Lesser-Taught Languages K-12 Program	3.1	X	X	X	X	X	X
College-Level Languages for Business Courses	3.2	X	X	X	X	X	X
Interdisciplinary Intercultural Competency Language Student Seminar	3.3	X	X	X	X	X	X
Annual CIBER Business Language Conference	3.4	X	X	X	X	X	X
Business Certificate for Language Students	3.5	X	X	X	X	X	X
Online/Hybrid Language Course Support	3.6	X	X	X	X	X	X
Foreign Language Curriculum Integration	3.7	X	X	X	X	X	X

**FIU-CIBER Grant Proposal Objective 4: Supporting Locally Engaged and Globally Impactful Research**

**Mandatory Activity "E":** Research designed to strengthen and improve the international aspects of business and professional education and to promote integrated curricula

**Mandatory Activity "F":** Research designed to promote the international competitiveness of American businesses and firms, including those not currently active in international trade

Faculty Development in International Business (FDIB) Korea Program	4.1	X		X	X	X	X
FDIB India Program	4.2	X		X	X	X	X

FDIB Spanish for Business Program	4.3	X	X	X	X	X	X
FDIB Cuba Program	4.4	X		X	X	X	X
PDIB Pacific Alliance Program	4.5	X		X	X	X	X
Working Paper Series/Research Awards	4.6	X		X			X
AIB Best Theory Paper Award	4.7	X		X			X
CLADEA Conference Support	4.8	X		X			X
AOM Conference Best Emerging Scholar Award	4.9	X		X			X
South Florida IB Colloquium	4.1	X		X			X
Doctoral Research Support	4.11	X		X	X		X
Emerging Markets Strategy Practitioner Research Series	4.12	X		X	X		X
CUIBE Value of IB Education Study	4.13	X		X	X		X



## RANKINGS



### College of Business Facts at a Glance

The **College of Business** is the largest professional school at **Florida International University (FIU)**, with over **9,000 students**. Long recognized as the business school for the Americas, FIU continues to be South Florida's most important business education resource, and a recognized global leader in fields such as **international business**, **entrepreneurship** and **healthcare management**. College faculty and students represent more than 100 nations, a true reflection of a **global perspective**. Programs and services are conveniently offered at **four locations** including the main campus in southwest Miami.

#### Quick Facts

Founded.....	1972
Undergraduate Students.....	7,359
Graduate Students.....	2,017
Faculty.....	191
Alumni.....	51,200

#### Accreditations

**AACSB International** (Association to Advance Collegiate Schools of Business): College of Business + School of Accounting

**CAHME** (Commission on Accreditation of Healthcare Management Education): Healthcare MBA Program

**SACS** (Southern Association of Colleges and Schools Commission on Colleges): College of Business



## RANKINGS (CONT'D)

### BACHELORS DEGREE PROGRAMS

The Landon Undergraduate School of Business offers the following courses of undergraduate study:

- Accounting
- Finance
- Human Resource Management
- International Business
- Logistics & Supply Chain Management
- Management
- Management Information Systems
- Marketing
- Real Estate

### MBAs

The Chapman Graduate School of Business offers a diverse selection of MBAs, specialized masters and Ph.D programs.

- Corporate
- Executive
- Healthcare
- International
- Professional

### SPECIALIZED MASTERS

- Master of Accounting
- Master of International Business
- Master of Science in Finance
- Master of Science in Health Informatics and Analytics
- Master of Science in Human Resource Management
- Master of Science in Information Systems
- Master of Science in International Real Estate
- Master of Science in Marketing

### DOCTORAL PROGRAMS

PhDs in Business, with concentrations in:

- Accounting
- Finance
- Management Information Systems
- Management & International Business
- Marketing

### EXECUTIVE AND PROFESSIONAL EDUCATION PROGRAMS

Training programs created by expert faculty and strategic business partners, delivered via various methods including open enrollment, customized and international programs.

### RANKINGS

#### 2017

**#5** in undergraduate international business programs  
*U.S. News & World Report, Best Colleges*

**#136** for part-time MBA programs  
*U.S. News & World Report, Best Graduate Schools*

#### 2016

**#1** Healthcare MBA among the top business graduate schools for physician executives  
*Modern Healthcare*

**#2** for the best MS in Human Resource Management  
*HR.com*

**#6** in undergraduate international business programs  
*U.S. News & World Report, Best Colleges*

**#13** among online MBAs in the world  
*Financial Times*

**#15** in graduate international business programs  
*U.S. News & World Report, Best Graduate Schools*

**#32** in the world for the full time International MBA  
*América Economía*

**#60** among online MBAs in the United States  
*U.S. News & World Report, Best Online Programs*

**#77** in the world for the best MBA programs  
*CNN Expansión*

**#145** for part-time MBA programs  
*U.S. News & World Report, Best Graduate Schools*

**The Landon Undergraduate School of Business and The Chapman Graduate School of Business offer programs at the following locations:**

**Modesto A. Maidique Campus (main campus)**  
11200 SW 8th Street, Miami, FL 33199  
305.348.2751

**Biscayne Bay Campus**  
3000 NE 151st Street, North Miami, FL 33181  
305.919.5500

**FIU at I-75**  
1930 SW 145th Avenue, Miramar, FL 33027  
954.438.8600

**FIU Downtown on Brickell**  
1101 Brickell Avenue, Miami, FL 33131  
305.779.7897

***Business.fiu.edu***



## **FIU BUSINESS PROMINENT FACULTY ACCOMPLISHMENTS**

The UG International Business degree was ranked #7 in 2018 by U.S. News & World Report.

Our MSHRM Program, undergraduate HR program and Leadership Center were each ranked #1 in 2017 by HR.com.

**Dr. Aya Chacar** – Currently serving a five-year elected progressive officer term in the Academy of Management International Management Division, which culminates in serving as Division Chair.

**Dr. Stav Fainshmidt** – Editorial Assistant at the *Journal of International Business Studies*.

**Dr. Carolina Gomez** – President of the Iberoamerican Academy of Management.

**Dr. Jerry Haar** – Former President of the Business Association of Latin American Studies (BALAS).

**Dr. Sumit Kundu** – Associate Dean of International Programs and Recent Vice President of Administration on the Academy of International Business Executive Board. Current U.S. Representative to the European International Business Academy (EIBA) Executive Board. Faculty Director of the Masters of International Business Program.

**Dr. William Newburry** – Chair of the Department of Management & International Business, President/Chapter Chair of the Academy of International Business Latin America Chapter (AIB-LAT), Series Editor of *Research in Global Strategic Management*; Served Three-Year Progressive Elected Position with the Global Strategy Interest Group of the Strategic Management Society.

**Dr. Ronaldo Parente** - Associate Editor of the Cross Cultural and Strategic Management Journal; Associate Editor of Management Research: Journal of IberoAmerican Academy of Management; Three-Year Progressive Elected Position with the Global Strategy Interest Group of the Strategic Management Society, culminating with the position of Interest Group Chair; Recent Board Member of the European Academy of International Business; Vice-President of the Iberoamerican Academy of Management.

**Dr. Karen Paul** – Expert in international CSR/business ethics, with significant experience in Mexico.

## FIU BUSINESS PROMIENT FACULTY ACCOMPLISHMENTS (CONT'D)

**Dr. Juan Sanchez** – Highly published and cited author in the field of cross-cultural human resource management. Served as Associate Editor for the *Journal of Occupational and Organizational Psychology*. Fellow of the Society for Industrial and Organizational Psychology and the American Psychological Association. Three-year reappointment as a Public Member of the US State Department Board of Examiners of the Foreign Civil Service

**Dr. Mary Ann Von Glinow** – Senior Editor of the *Journal of International Business Studies*. Former President and Fellow of both the Academy of Management and the Academy of International Business, the first person to have served in both these two roles.

**Dr. Donald Roomes** - Assistant Department Chair, Department of Management & International Business.

**Dr. Hock-Peng Sin** - Director of FIU International MBA Program

**Dr. Jose de la Torre (Emeritus Faculty)** – Executive Director of the EMBA Consortium for Global Business Innovation, a ten-university consortium of top EMBA programs around the globe. Former President and Fellow of the Academy of International Business.

**Dr. Fred Ochieng Walumbwa** - Director of FIU Impact MBA Program

**Dr. David Wernick** - Editor of *Journal of Global Business and Community*; Director FIU International Business Honors Program

### *Notable Faculty outside International Business*

**Dr. Nathan Hiller** – Faculty Director of the FIU Center for Leadership, ranked number 1 in executive leadership education by HR.com.

**Dr. Modesto Maidique** – Served as FIU President for 23 years. During the tenure, the Colleges of Law, Engineering and Medicine and the School of Architecture were established. Main FIU Campus is named in his honor.

**Dr. Marc Weinstein** - Program Director for MSHRM Program, ranked number 1 among masters level programs focusing on human resources by HR.com.

## FIU BUSINESS INTERNATIONAL NETWORK



## FIU GLOBAL LEARNING CURRICULUM

### Global Learning *for* Global Citizenship

FIU's Global Learning initiatives  
prepare you to live and work in  
a diverse, interconnected world.

You'll develop key collaboration and  
problem-solving skills through:

- More than **195 Global Learning** courses
- Dozens of **Global Learning** experiences including internships, weekly roundtable discussions, and club leadership opportunities.
- **The Peace Corps Prep** program
- **The Global Learning Medallion**



**FIU** | Global Learning  
FLORIDA INTERNATIONAL UNIVERSITY

Learn more at [goglobal.fiu.edu](http://goglobal.fiu.edu)



# GLOBAL PROGRAMS SUMMARY

## PREEMINENT PROGRAMS

While this Global Position Summary (GPS) quantifies an impressive array of our global engagement, it represents only a fraction of FIU's impact in the world. As a solutions center, focused on student learning, innovation, and collaboration, **we shape our local and global communities** while making the Miami area and the state of Florida economically stronger and culturally more vibrant. This is particularly evident through our preeminent and emerging preeminent programs' global engagement:

### EXTREME EVENTS INSTITUTE (EEI)

The Extreme Events Institute (EEI) is recognized by the United Nations Office for Disaster Risk Reduction (UNISDR) as a top authority on hurricane preparedness and provides strategic technical assistance in Disaster Risk Reduction and Management in more than a dozen countries, particularly in Latin America and the Caribbean. The technical know-how of the EEI delivers solutions to the local and global problem of hurricane disaster risk reduction.

### ACCELERATED BRIDGE CONSTRUCTION (ABC) UNIVERSITY TRANSPORTATION CENTER (UTC)

The federally funded Accelerated Bridge Construction (ABC) University Transportation Center (UTC) consortium led by FIU serves the global community of engineers by sharing new knowledge and technological advancements via its International Database of ABC Research, the national conference and inviting international members to its steering committee.

### INSTITUTE FOR WATER & ENVIRONMENT (INWE)

The Institute for Water & Environment (INWE) unites one of the US's largest number of faculty and students working across the globe in water and environmental science. The USAID West Africa Water Supply, Sanitation, and Hygiene (WA-WASH) Program interventions, with \$24 million in funding, resulted in improved quality of life conditions for more than 65,000 people across Burkina Faso, Ghana, and Niger. In addition, programs in Columbia, Haiti, and the Dominican Republic, among other countries, have resulted in enhanced education and water management education and opportunities. Also, INWE will host the UNESCO Chair on Sustainable Water Security which is to contribute to UNESCO's strategic objective of 'strengthening science, technology and innovation systems and policies – nationally, regionally and globally'.

### KIMBERLY GREEN LATIN AMERICAN AND CARIBBEAN CENTER (LACC)

The Kimberly Green Latin American and Caribbean Center (LACC) forges linkages across the Americas through high-quality education and research aimed at better understanding and addressing the most urgent problems confronting the region. For 33 years LACC has supported media training and enhanced news coverage of Latin America and the Caribbean through its annual Journalists & Editors Workshop. LACC also supports the Digital Library of the Caribbean, a global information resource with 2.6 million pages of content related to the Caribbean and has registered a cumulative total of 96 million page views.

### CENTER FOR CHILDREN AND FAMILIES (CCF)

The Center for Children and Families (CCF) is comprised of a nationally recognized team of researchers and service providers committed to improving the lives of children and families struggling with mental health concerns. Over 40% of the center's affiliated faculty collaborate with researchers in 18 countries across the globe and the nationally acclaimed Summer Treatment Program (STP), a comprehensive summer camp program for children with ADHD and related behavioral, emotional and learning challenges, has been replicated in 15 sites, including Japan.

### FIU TROPICS

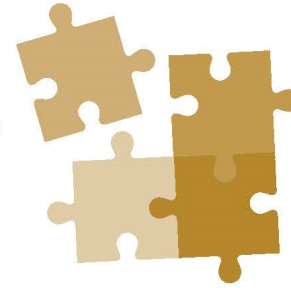
FIU Tropics integrates multiple centers, units and more than 70 scientists and faculty into a global hub for tropical biodiversity research and capacity building in the Caribbean, Andes-Amazon, tropical Africa and Asia, and Pacific Island regions. These researchers are discovering and describing new species and pioneering innovative values of biodiversity; and their findings and recommendations have led to in situ and ex situ conservation programs with local and national governments across four continents. In collaboration with over 20 international institutions, hundreds of international students have been trained to become leaders in tropical botany, conservation, and sustainable growing practices through the International Center for Tropical Botany, the Tropical Conservation Institute and the Agroecology Program.

## GLOBAL PROGRAMS SUMMARY (CONT'D)

### RESEARCH AND ECONOMIC IMPACT

#### RESEARCH/ENGAGEMENT

Between 2011–16, FIU faculty have received **\$42.4 million** in external research funding from public agencies such as **NSF, NIH, NIFA and USAID as well as private foundations** such as the **Paul G. Allen Family Foundation and the Tinker Foundation** to facilitate international research and collaboration, with key projects in **Australia, the Caribbean, Latin America, India and Africa**



#### ECONOMIC IMPACT

The U.S. Departments of Commerce and Education report that in 2015-16, FIU's international students' **(3,563)** and their families' economic impact to our local community was:

**\$104.9**  
MILLION **AND** **1,418**  
JOBS

For the entire State of Florida, including private institutions and 4-year colleges, this amounts to

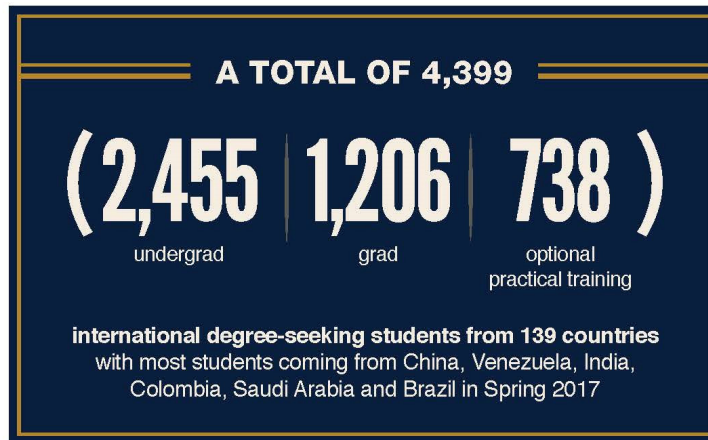
**43,462 students, \$1.3 billion,**  
**and 15,910 jobs**

*(NAFSA, IIE Open Doors Report)*

## GLOBAL PROGRAMS SUMMARY (CONT'D)

### STUDENTS

#### INBOUND



#### OUTBOUND



#### OFFSHORE





## GLOBAL PROGRAMS SUMMARY (CONT'D)

### CURRICULUM

GLOBAL LEARNING FOR GLOBAL CITIZENSHIP

**OVER 89,000**

students have benefited from *Global Learning* courses between Fall 2010 through Spring 2016

2016 IIE HEISKELL AWARD  
FOR INTERNATIONALIZING  
THE CAMPUS

FIU was awarded the Institute for International Education's Heiskell Award for its **Global Learning for Global Citizenship** initiative

36 RESERVE OFFICERS' TRAINING CORPS (ROTC) STUDENTS

who are commissioned officers of the U.S. Armed Forces, expanded their global learning competencies through the **Global Learning for Global Citizenship** initiative in Spring 2017

**703**

faculty and staff participated in Global Learning professional development

**189**

Global Learning courses offered in

**71**

academic departments

**1,439**



students enrolled in the Global Learning Medallion

**38**



students enrolled in the 2017 Peace Corp Prep program cohort

PROGRAMS OF STRATEGIC EMPHASIS: GLOBAL

Degrees awarded since AY 2013-14



**4,327\***

in areas of global strategic emphasis as defined by the Board of Governors

\*Spring 2017 final number of degrees pending

**FIU's MODEL UNITED NATIONS TEAM RANKS 2ND IN THE NATION**



## GLOBAL PROGRAMS SUMMARY (CONT'D)

### FACULTY AND STAFF

#### FACULTY AND STAFF DIVERSITY

**45%** of our faculty and staff (4,548) are foreign-born from 137 countries  
*Fall 2016*

#### INTERNATIONAL VISITING SCHOLARS

FIU hosted **92** international visiting scholars from **26** countries in Spring 2017

#### FULBRIGHT U.S. SCHOLAR PROGRAM

**40**  
Fulbright Scholars



**19**  
Fulbright Specialists

### INSTITUTIONAL GLOBAL ENGAGEMENT

#### INTERNATIONAL PARTNER INSTITUTIONS



FIU has 184 international partner organizations in 53 countries

To facilitate the global mobility of students, scholars and staff, advance academic research collaborations, and develop student pipelines

## FIU BUSINESS FACULTY-LED STUDY ABROAD PROGRAMS



**Cities Visited:** Dubai, UAE & New Delhi, India

**Travel Dates:** December 9-20, 2017

**Management & International Business Program:**  
Students will have the unique opportunity to gain firsthand experience on how business is conducted in Dubai & India and to learn about the importance of culture in the growth and development of these countries

**Mandatory Course:**

- MAN 4956 - Study Abroad in International Business (3 cr.)\*

**Optional Courses: (up to one additional course)**

- MAN 4602 - International Business (3cr.)\*
- MAN 4653 - Foreign Direct Investment (3 cr.)\*
- MAN 4673 - Trade Policy and Business (3 cr.)\*
- MAN 4720 - Strategic Management (3 cr.)

\* Optional courses can be applied toward the Certificate in International Trade and Investment

**Open to All Majors**

**Program Cost:**

- \$ 3,250.00 Program Fee
- \$ 616.71 Instructional Fee (Per Course)\*
- \$ 175.00 Study Abroad Fee

Fees include roundtrip airfare, hotel, entry to cultural and business visits, and daily breakfast.

\*All students (out-of-state and international) pay in-State course fees.

**Level of Physical Activity:**



**Faculty Directors:**

**Dr. Doreen Gooden**  
goodend@fiu.edu - (305) 919-5514  
**Dr. Louis Melbourne**  
Melbourn@fiu.edu - (305) 348-4367

**Contact Us**

**Office of Global Initiatives**  
College of Business - Mango 210 (MMC)  
Globiz@FIU.EDU  
(305) 348-4825



Business  
Beyond  
Borders

**To enroll visit:**  
StudyAbroadBiz.FIU.EDU  
FIUBizAbroad





### Program name: Singapore & China | Summer B 2018

**Cities Visited:** Singapore; and Beijing, China

**Dates:** June 26<sup>th</sup> – July 7<sup>th</sup>, 2018

#### Management & International Business Program:

Students will have the unique opportunity to gain firsthand experience on how business is conducted in Singapore and China and to learn about the importance of culture in the growth and development of these countries.

This program will include numerous cultural activities as well as business visits to multinational corporations and domestic businesses. Cultural activities include visiting the Great Wall of China, the Forbidden City, Tiananmen Square, Thian Hock Keng Temple, Singapore Botanic Gardens, as well as many other cultural activities.

This program is open to all FIU degree seeking majors.

#### Mandatory Course:

**MAN 4956** – Study Abroad in International Business (3 cr.)\*

#### Optional Courses: (up to one additional course)

**MAN 4600** – International Management (3 cr.)\*

**MAN 4613** – International Risk Assessment (3 cr.)\*

**MAN 4653** – Foreign Direct Investment (3 cr.)\*

**MAN 4720** – Strategic Management (3 cr.)

*\* Courses can be applied toward the Certificate in International Trade and Investment.*

#### Program Cost:

**\$3,350.00** Program Fee

**\$ 616.71** Instructional Fee\* (per course)

**\$ 175.00** Study Abroad Fee

**Fees include roundtrip airfare, hotel accommodation (based on double occupancy), daily breakfast, ground transportation.**

\*All students (out-of-state and international) pay in-state course fees

#### Level of Physical Activity



#### Faculty Directors:

**Dr. Doreen Gooden**

goodend@fiu.edu

305.919.5514

**Dr. David Wernick**

david.wernick@fiu.edu

305.348.7050

#### To enroll visit:

**Studyabroadbiz.FIU.edu**

Office of Global Initiatives | FIU College of Business | MANGO 210

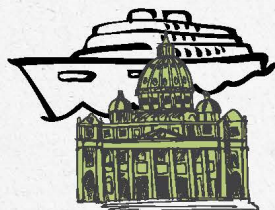
T: 305.348.4825 | E: globiz@fiu.edu | W: globiz.fiu.edu

@fiubizabroad



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Beyond  
Borders**

*Supported by the Office of Study Abroad. Florida International University is not responsible for delays, changes in the content, cost of the program and other matters which are beyond their control.*



## MARKETING MEDITERRANEAN CRUISE

STUDY ABROAD • JUNE 27<sup>TH</sup> – JULY 7<sup>TH</sup> 2018



### Program name: Marketing Mediterranean Cruise | Summer B 2018

**Cities Visited:** Barcelona, Spain; Cannes, France; Genoa, Italy; Rome, Italy; Kotor, Montenegro; and Zadar, Croatia.

**Dates:** June 27th - July 7th 2018

#### Marketing & Logistics Business Program:

This program offers current FIU students and recent graduates the unique opportunity to learn experientially about conducting business in a foreign country from an international marketing perspective. Students will examine marketing opportunities and challenges through business visits and cultural immersion.

This program includes round-trip international airfare from/to Miami, 2 hotel nights in Barcelona (based on double occupancy), a 7 night Mediterranean cruise aboard the Celebrity Constellation, shore excursions in each port with cultural and/or business visits, daily breakfast, dinner while abroad the ship, all in-country ground transportation (as indicated on the itinerary), and entry to cultural and business visits.

This program is open to all FIU degree seeking majors as well as recent graduates.

#### Mandatory Course: (one)

**MAR 4907** – Independent Study in Marketing Study Abroad  
OR

**MAR 4933** – Special Topics in Marketing Study Abroad

#### Optional Courses: (up to one additional course)

**MAR 4156** – International Marketing

**MAR 4354** – Marketing Yourself in Today's Competitive Job Market

**MAR 4503** – Consumer Behavior

**MAR 4804** – Marketing Strategy

#### Program Cost:

**\$3,510.00** Program Fee

**\$ 616.71** Instructional Fee\* (per course)

**\$ 175.00** Study Abroad Fee

\* All students (out-of-state and international) pay in-state course fees.

#### Level of Physical Activity



#### Faculty Directors:

**Prof. Elisabeth Beristain**  
beristae@fiu.edu  
305.348.2751

**Prof. Tim Birrittella**  
tbirritt@fiu.edu  
305.348.2571

#### To enroll visit:

Studyabroadbiz.FIU.edu

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## FIU BUSINESS OFFICE OF GLOBAL INITIATIVES



FIU's College of Business students have an opportunity to live, learn and study in another country for a semester, academic year or short-term (2-6 weeks) program.

**For more information contact:**

**Global Initiatives**

Florida International University,  
College of Business - MANGO 210  
Phone: +1-305-348-4825  
Email: [GloBiz@FIU.EDU](mailto:GloBiz@FIU.EDU)  
Website: [GloBiz.FIU.EDU](http://GloBiz.FIU.EDU)

### **Undergraduate & Graduate Exchange**

FIU's College of Business and Office of Study Abroad have developed a comprehensive array of international programs including exchange opportunities where students can spend a semester or year with one of our international network schools and pay tuition to FIU.

### **Graduate Dual Degree**

Our graduate dual degree network leverages our international partnerships to offer students the opportunity to study for one-year at FIU and one-year abroad and earn two degrees, one from each university.

### **Short Summer Programs**

FIU students can choose to spend part of their summer (2-6 weeks) studying at an institution in our international network for credit. (Must be pre-approved by your COB program manager/academic advisor).

### **Faculty-Led Study Abroad Programs**

FIU Business students are also welcome to participate in our faculty-led study abroad programs. These programs are offered during the winter, spring, and summer breaks, and usually last between 10-18 days. Students enroll in FIU courses during these programs.

## INTERNATIONAL COLLABORATING INSTITUTIONS

### Argentina

Universidad Argentina de la Empresa  
Universidad del CEMA

### Australia

Macquarie University  
Monash University

### Belgium

KU Leuven

### Brazil

Fundacao Getulio Vargas (RIO)  
Instituto de Ensino e Pesquisa  
Universidade do Vale do Rio dos Sinos

### Chile

Universidad Adolfo Ibanez

### China

Peking University HSBC Business School  
Shandong University of Finance and Economics  
Shanghai Jiao Tong University

### Colombia

Universidad del Norte  
Universidad EAFIT  
Universidad Sergio Arboleda

### Costa Rica

INCAE Business School

### Croatia

Zagreb School of Economics and Management

### Denmark

AARHUS University

### Dominican Republic

Universidad IberoAmericana

### Finland

Aalto University School of Business

### France

EDHEC Business School  
ESC Clermont Graduate School of Management  
Institut Supérieur de Gestion  
MBS Education - Medicis Business School  
Montpellier Business School  
SKEMA Business School  
Université Paris-Dauphine

### Germany

Frankfurt School of Finance and Management  
Munich Business School  
Universität Regensburg

### Guatemala

Universidad Francisco Marroquin

### Hong Kong

University of Hong Kong, Faculty of Business and Economics

### India

Indian Institute of Foreign Trade  
Indian Institute of Management Ahmedabad  
Indian Institute of Management Bangalore  
Indian Institute of Management Calcutta  
S.P. Jain Institute of Management & Research

### Italy

LUISS Università Guido Carli  
Università Carlo Cattaneo

### Japan

Nagoya University of Commerce & Business

### Mexico

EGADE Business School

### Morocco

HEM Business School

### Norway

University of Agder

### Paraguay

Universidad Autónoma de Asunción

### Peru

Universidad ESAN  
Universidad Peruana de Ciencias Aplicadas

### Portugal

Instituto Superior de Ciencias do Trabalho e da Empresa

### Puerto Rico

Universidad de Puerto Rico

### Spain

ESADE Business School  
ESIC Business and Marketing School

### Thailand

Chulalongkorn Business School

### United Kingdom

University of Bath

### Uruguay

Universidad ORT

### Venezuela

Instituto de Estudios Superiores de Administracion

### West Indies

Arthur Lok Jack Graduate School of Business

## **CIBE MINORITY SERVING INSTITUTIONS (MSI) AND COMMUNITY COLLEGES (CC) CONSORTIUM – CMCC**

This initiative is designed as a progression of internationalization activities over the four years of funding, incorporating – but not limited to - national-level faculty development programs, international business course development, faculty research awards, faculty and student study abroad, student case competitions, student internship/apprenticeship awards and travel stipends for international business seminars, conferences and workshops. The activities are aimed at infusing an understanding of international business into the curriculum of MSI/CC participants, achieved by equipping faculty from MSI/CC with the pedagogical tools and experiences to incorporate international content into existing business courses and develop new courses, as well as providing students with study and work-abroad opportunities, case competitions and culture and language development.

Each member school will dedicate \$10K each grant year in consortium funding to support the national-level activities of the CMCC, as well as volunteer to host/lead-manage one of the consortium activities as applicable during the four-year grant cycle. Each member institution will also not be constrained to manage its own individual regional and local activities in support of MSI/CC faculty and students as appropriate outside the scope of the consortium activities.

The national-level CMCC activities of support and collaboration during the four-year CIBE grant are projected to include:

<b>YEAR</b>	<b>National-Level Activity #1</b>	<b>National-Level Activity #2</b>	<b>Other Consortium Activities</b>
<b>ONE</b> 2018-19	Needs Assessment* of MSI/CC Institutions	Faculty Development in IB Workshop	Overseas FDIB and STSA Program Participation
<b>TWO</b> 2019-20	Student Internship/ Apprenticeship Awards	Overseas FDIB and STSA Program Participation	*Activities TBD based on Needs Assessment
<b>THREE</b> 2020-21	Student National/International Case Competition	Overseas FDIB and STSA Program Participation	*Activities TBD based on Needs Assessment
<b>FOUR</b> 2021-22	Call for IB Research Proposals/Awards	CMCC National IB Research Conference	*Activities TBD based on Needs Assessment

## FDIB & PDIB PROGRAM OFFERINGS

01 FDIB CUBA

02 FDIB SPAIN

03 FDIB INDIA





## **DEPARTMENT OF MODERN LANGUAGES**

The Department of Modern Languages at FIU offers multiple opportunities for interdisciplinary studies in languages, cultures and literatures at the undergraduate and graduate levels, preparing students for a variety of educational and career options.

### **About the Department**

With its variety of undergraduate and graduate programs, the Department of Modern Languages is a stimulating place to grow intellectually and thrive in diverse linguistic and cultural contexts. The department offers programs leading to Bachelor of Arts degrees in French, Portuguese and Spanish and Master of Arts and Doctor of Philosophy degrees in Spanish. Minors and certificates are available in Arabic, Chinese, French, Italian, Japanese, Portuguese, Spanish and Translation Studies. Language and culture classes are also offered in German, Haitian Creole, Hebrew, Russian and Wolof. Students from the most varied fields enhance their competitiveness by acquiring a double-major or minor in a language of their choice.

Our graduate and advanced undergraduate courses reflect the breadth of our faculty's research, from second language acquisition to historical linguistics; from literary and cultural history to related fields and modalities of interpretation, including stylistics and philology, cultural studies, post-structuralism, new historicism, post-colonial studies, comparative literature and theories of gender and sexuality. We encourage independent and innovative thinking and research at both undergraduate and graduate levels.

Our majors have a variety of internship and career opportunities. Education is a primary option, but specializations in literature and cultural studies, with our strong research, writing, and oral communication components, also serve as excellent preparation for a diversity of graduate and professional programs. Businesses, government and international corporations actively recruit students with a foreign language specialty.

For information about the Department of Modern Languages, visit <http://languages.fiu.edu>.

## **DEPARTMENT OF MODERN LANGUAGES (CONT'D)**



### **Graduate Degree Programs**

#### **Master of Arts in Spanish**

The two-year Master of Arts (MA) degree focuses on Peninsular literature, Spanish American literature, including U.S. Latino literature, and Spanish language teaching methodology. The program culminates with a comprehensive exam, a master's paper and an oral presentation.

Outstanding Spanish majors may apply early in their junior year for the combined BA/MA in Spanish (4+1) and finish their MA in one year.

#### **Doctor of Philosophy in Spanish**

The rigorous doctoral curriculum encompasses all aspects of Hispanic literature, civilization and cultural studies, as well as courses in Spanish linguistics and pedagogy, literary theory and research methodology. The department's intellectual climate is reflected in faculty and graduate student participation in conferences, research and publications, including FIU's Biennial International Conference on Hispanic Literatures and Film. Doctoral students also benefit from a collaborative agreement with the University of Miami that allows them to take courses at either university, ensuring fuller access to the pool of academic talent in South Florida. The department sponsors career development workshops and maintains a distinguished visiting professors program and lecture series. The University Graduate School funds competitive research, teaching and dissertation fellowships.

For information on these programs, including a complete list of the faculty and research specializations, visit <http://languages.fiu.edu>.



## DEPARTMENT OF MODERN LANGUAGES (CON'TD)



### Certificate Programs

Professional and academic certificate programs are open to both degree-seeking and non-degree-seeking students specializing in any discipline.

### Translation and Interpretation Professional Certificates

With one of the leading translation and interpretation programs in the United States, the Department of Modern Languages offers advanced instruction in professional translation and interpreting, including theory, methods, standards, marketing, career development and intensive practice with authentic materials. Anchored in psycholinguistic and cognitive research, FIU's methods are at the cutting edge of translator and interpreter training. Internships for academic credit are available at a variety of professional settings. Relations with professional associations and leading service providers offer excellent networking opportunities.

- Translation Certificate (English-Spanish)
- Interpretation Certificate (English-any language)

### Academic Certificates

- Languages and Cultures of North Africa (Arabic, Hebrew, French)
- Portuguese Language and Brazilian Culture Studies
- Professional Language Certificates (Portuguese, Spanish)

### Related Certificate Programs

Credits earned in language courses will fulfill requirements to complete certificates focusing on a wide selection of regions:

- Ancient Mediterranean Civilization (Greek, Latin)
- Asian Globalization and Latin America (Chinese, Japanese, Portuguese, Spanish)
- Chinese Studies and Japanese Studies
- European Studies (French, German, Italian, Portuguese, Russian, Spanish)
- Judaic Studies (Arabic, Hebrew)
- Latin American and Caribbean Studies (Spanish, Portuguese, Haitian Creole, French)
- Middle East and Central Asian Studies (Arabic, Hebrew)

## BENCHMARKING MIAMI'S GROWTH AND COMPETITIVENESS

The Miami metro—spanning Miami-Dade, Broward, and Palm Beach counties—has grown at a stunning rate over the last five years. Today, Miami's population gains outpace those of Los Angeles, San Francisco, Boston, and Washington, D.C. But does this influx of residents translate into sustained and shared economic growth?

Not all growth is created equal. A metro's population may rise as its employment and income levels decline, and vice versa. In order to build a stronger, more inclusive economy, metros must increase their economic output, employment, wages, incomes, and key businesses and industries alongside their populations.

The following research brief from the Miami Urban Future Initiative provides a data-driven assessment of the economic growth and competitiveness of the Miami metro, comparing its performance in recent years to all 53 of America's large metros with populations of more than one million people.

**Figure 1: Miami's Overall Competitiveness Rankings**

Metric	Value	Rank among Large U.S. Metros
Population Size (2016)	6.1 million	8
Population Growth (2011-2016)	1.3%	19
Growth in Economic Output (2011-2016)	3.0%	13
Wage Growth (2010-2015)	3.3%	18
Income Growth (2010-2015)	1.3%	42
Employment Growth (2010-2015)	3.4%	6
Growth in Business Establishments (2010-2015)	2.0%	8
Average Size of Business Establishments (2015)	11.27	53
Growth in Business Establishment Size (2010-2015)	5.6%	25
Traded Sector Establishments (2015)	54,842	4
Traded Sector Business Establishment (LQ)* (2015)	1.17	9

*\*Note: Location quotient, or LQ, refers to how concentrated an industry is compared to the U.S. as a whole. Growth is on an annualized basis. Definitions and sources for all metrics are listed in the appendix.*



## BENCHMARKING MIAMI'S GROWTH AND COMPETITIVENESS (CONT'D)

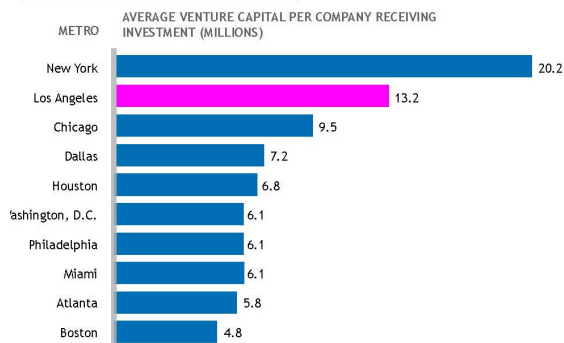
### MIAMI'S GROWTH AND COMPETITIVENESS

The following section provides a more detailed, data-driven analysis of how Miami stacks up on key measures of economic growth and competitiveness.

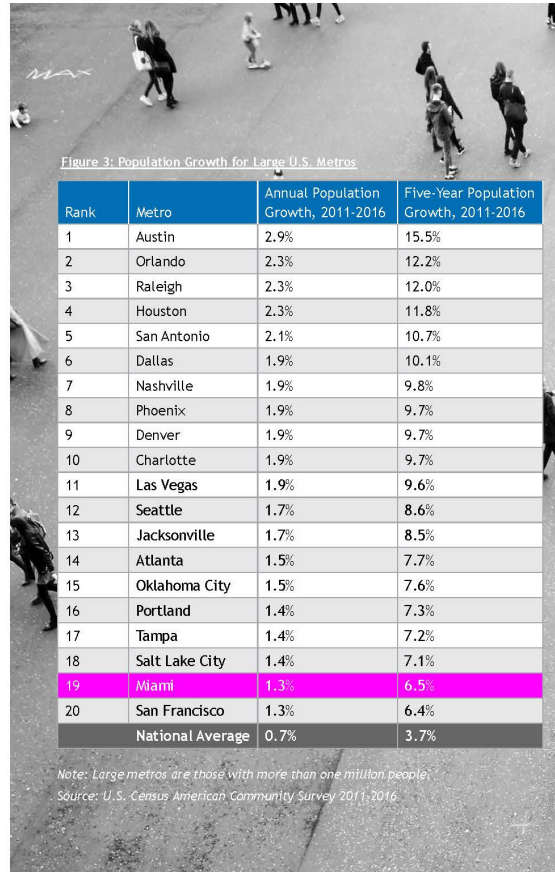
#### POPULATION

- **Population Size.** With just over 6 million residents, Miami ranks eighth among large U.S. metros according to its population size. This puts the metro ahead of Atlanta and Boston and roughly in line with Philadelphia and Washington, D.C. (ranked sixth and seventh).
- **Population Growth.** Miami ranks 19<sup>th</sup> among large U.S. metros according to its population growth. With an annual growth rate of roughly 1.3 percent, Miami ranks alongside San Francisco and Washington, D.C. but behind metros like Austin, Houston, San Antonio, Orlando, and Phoenix. The metro's annual population growth is nearly double the national average (0.73 percent). As Miami continues to grow rapidly, the metro is expected to surpass Philadelphia next year in terms of overall population size.

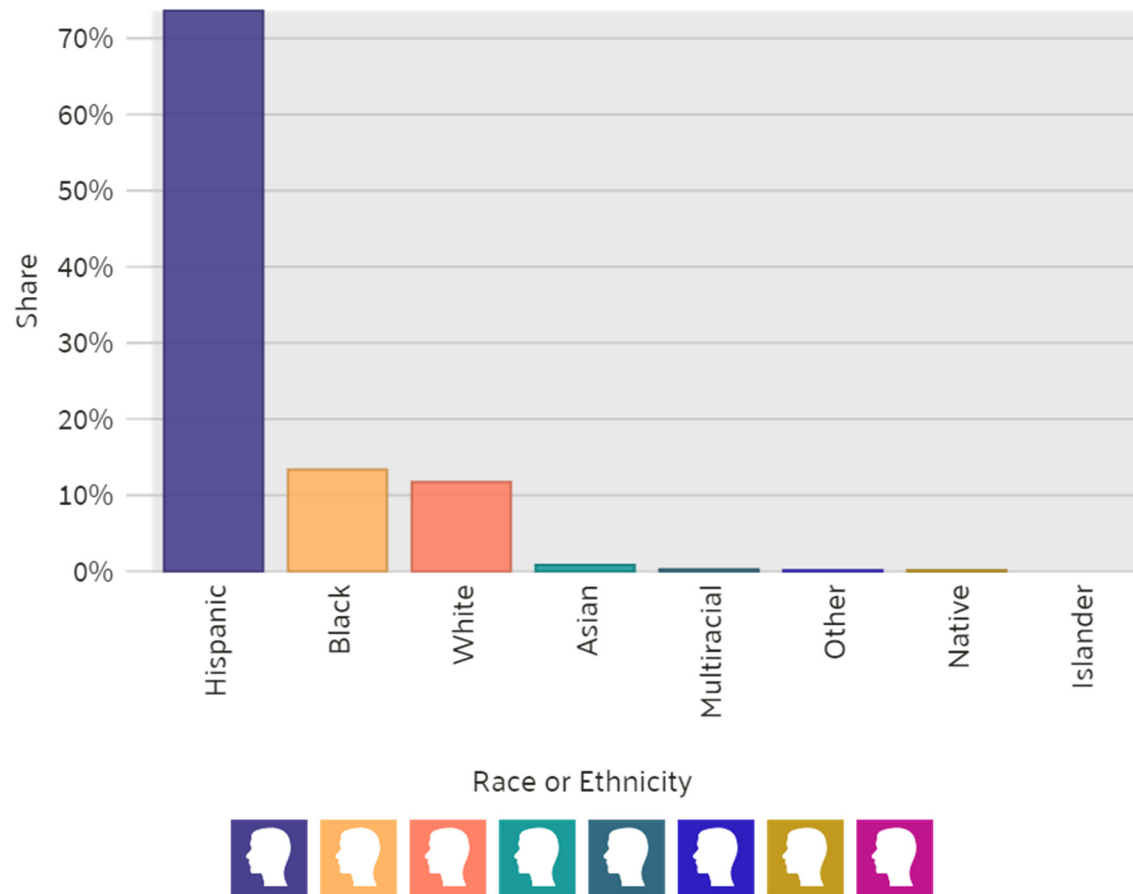
Figure 2: Population Size for Large U.S. Metros



Note: Large metros are those with more than one million people.  
Source: U.S. Census American Community Survey 2016



## MIAMI RACE & ETHNICITY

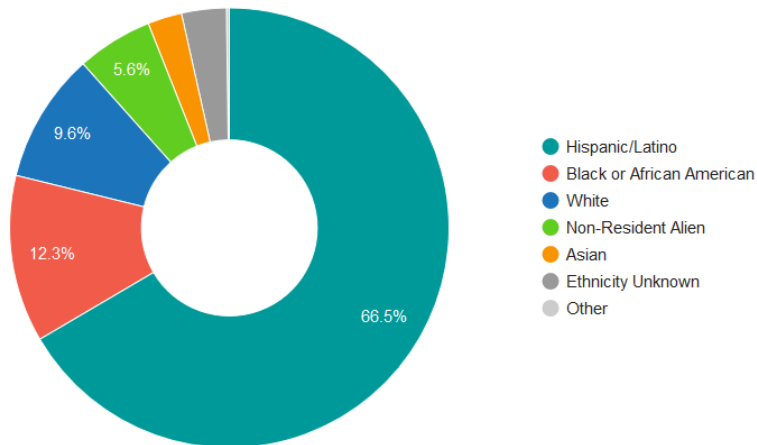


Dataset: ACS 1-year Estimate  
Source: Census Bureau

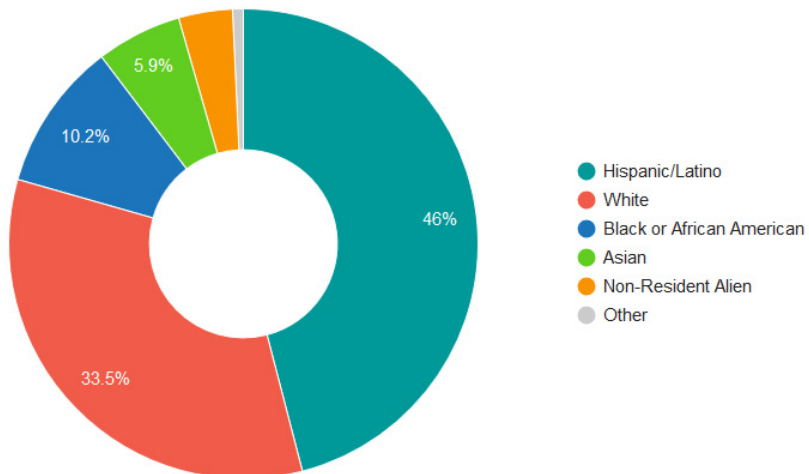
**DATA USA**★

## FIU ETHNIC DIVERSITY

### Undergraduate Students

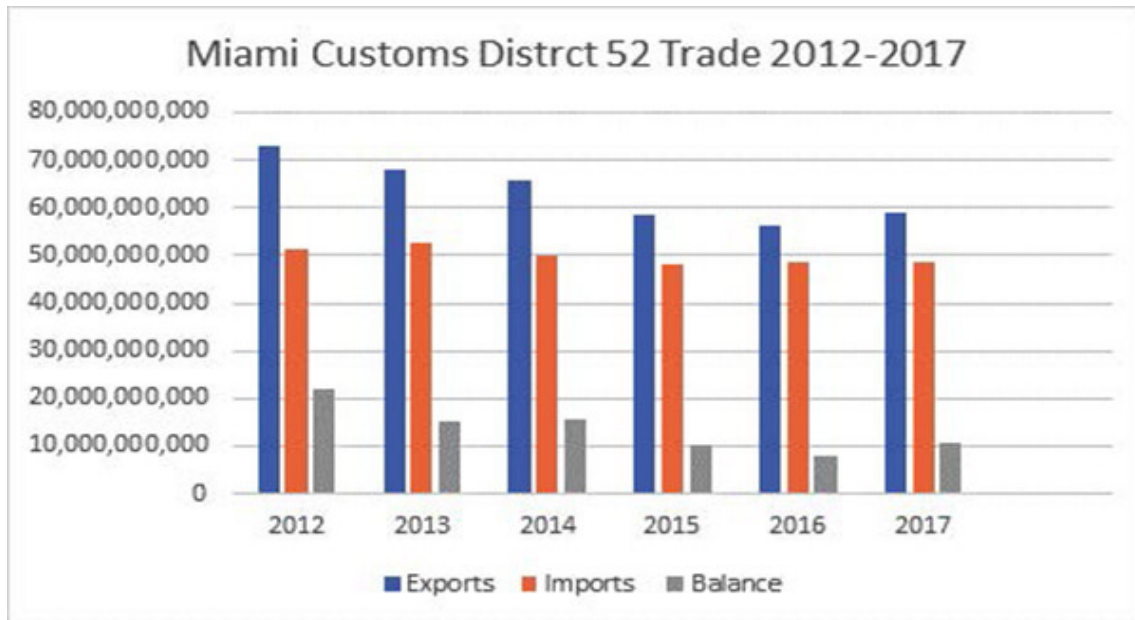


### FIU Faculty





## MIAMI INTERNATIONAL TRADE



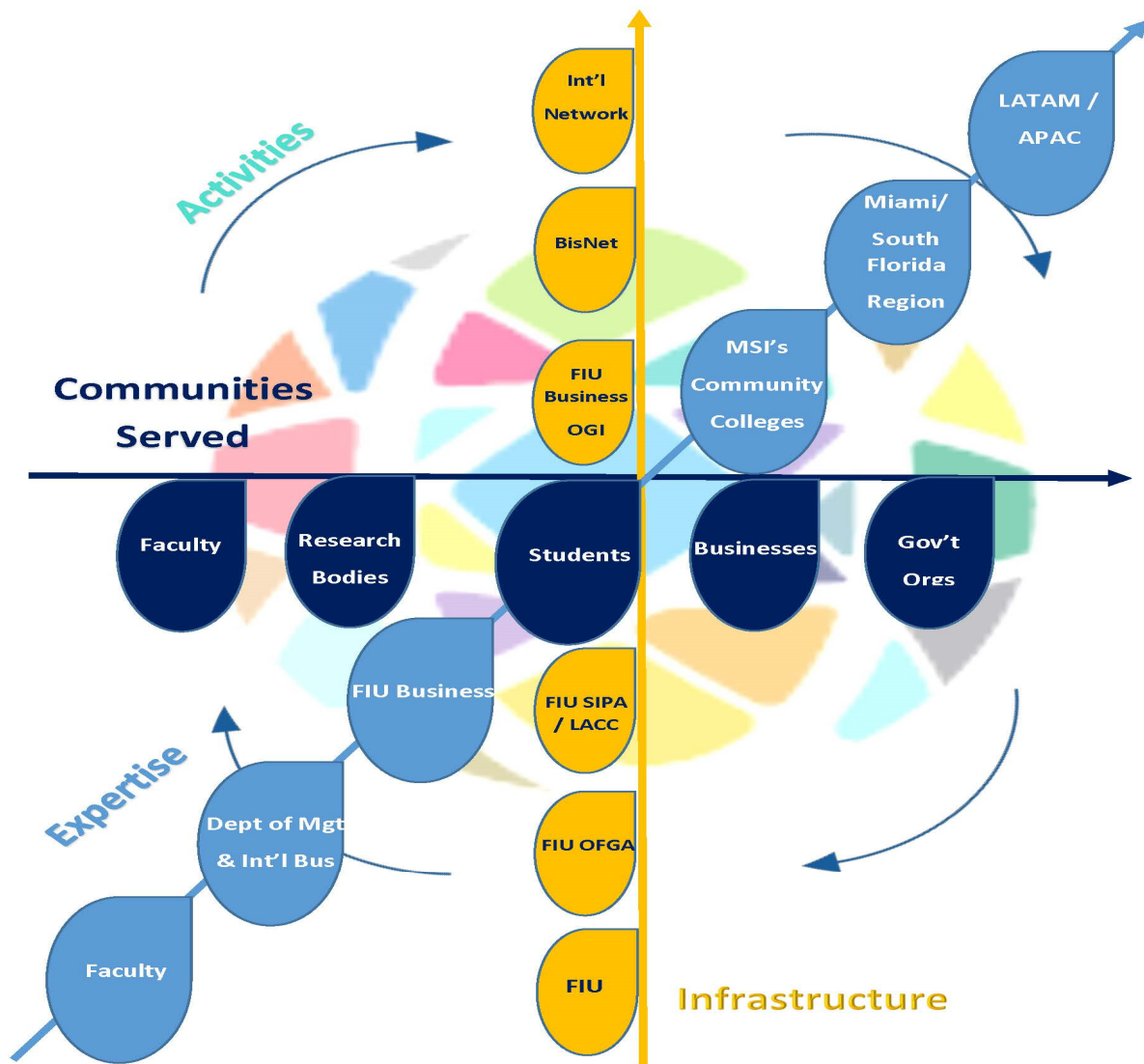
Miami-Dade has a sister-city Program where it promotes international trade, commerce and diplomacy with financial hubs of different countries by receiving foreign missions, leading missions to collaborate communities abroad and developing local projects that foster interest in world affairs.

Miami-Dade County's Sister Cities are:

- Asti, Italy
- Asuncion, Paraguay
- Cape Town, South Africa
- Cayman Islands, British West Indies
- Commonwealth of the Bahamas
- Dakar, Senegal
- Iquique, Chile
- Kingston, Jamaica
- Lamentin, Guadeloupe
- Maldonado, Uruguay
- Mendoza, Argentina
- Monagas, Venezuela
- Pereira, Colombia
- Petit Goave, Haiti
- Prague, Czech Republic
- Pucallpa, Peru
- San Jose, Costa Rica
- Santa Cruz, Bolivia
- Santo Domingo, Dominican Republic
- Sao Paulo, Brazil
- St. Kitts & Nevis Islands
- Stockholm County, Sweden
- Taipei County, Taiwan
- Tenerife Canary Islands, Spain
- Turks & Caicos Islands
- Veracruz, Mexico



## SIGNIFIANCE AND QUALITY OF DESIGN



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graph TD
    USDE[United States Department of Education] --> FIU[Florida International University President, Mark B. Rosenberg]
    USDE --> SIPA[School of Int'l and Public Affairs (SIPA) Dean, John F. Stack]
    USDE --> LACC[Latin American Caribbean Center Director, Frank Mora (Cuba)]
    USDE --> OFGA1[Office of Faculty & Global Affairs Vice Provost, Meredith Newman (Australia)]
    USDE --> OFGA2[Office of Faculty & Global Affairs Director, "Gitta" Rausch-Montoto (Germany)]

    FIU --> DML[Dept. of Modern Languages Chair, Pascale Becel (France)]
    FIU --> IP1[International Programs Assoc. Provost, Peng Lu (China)]
    FIU --> IP2[International Programs Asst. Provost, Kang Yen (Taiwan)]
    FIU --> AA[Academic Affairs Provost, Kenneth Furton]
    FIU --> CB[College of Business Dean, Joanne Li (Hong Kong)]

    CB --> CLDP[Chapmanville Leadership Development Program Director, Modesto Maidique (Cuba)]
    CB --> JBR[Jerome Bain Real Estate Director, William G. Hardin]
    CB --> SBDC[SBDC Center Director, Jackie Sousa]
    CB --> DMLB[Dept. of Marketing & Logistics Chair, Anthony Miyazaki (Japan)]
    CB --> DMB[Dept. of Management & International Business Chair, William Newbury]
    CB --> DISBA[Dept. of Info Systems & Business Analytics Chair, Karlene Cousins (Jamaica)]
    CB --> DF[Dept. of Finance Chair, Shahid Hamid (Pakistan)]
    CB --> OGI[Office of Global Initiatives Assoc. Dean of Int'l Programs, Sumit Kundu (India)]
    CB --> CIBER[Center for International Business Education and Research Director, Mary Ann Von Glinow]
    CB --> JHM[Jennifer Hilton Montero Director]

    DMLB --> GSL[Global Sales Lab]
    DMLB --> AP[Anna Pietraszke Instructor (Poland)]
    DMLB --> EB[Elisabeth Beristain Sr. Instructor (Mexico)]
    DMLB --> WL[Walfried Lassar Professor (Germany)]

    DMB --> SK[Sumit Kundu Professor (India)]
    DMB --> DG[Doreen Gooden Sr. Instructor (Jamaica)]
    DMB --> SP[Seema Pissaris Professor (Pakistan)]

    DISBA --> WX[Weidong Xia Assoc. Professor (China)]
    DISBA --> DA[David Agogo Asst. Professor (Nigeria)]
    DISBA --> CK[Christos Koulamas Professor (Greece)]

    DF --> DB[Deanne Butchey Sr. Instructor (Jamaica)]
    DF --> CHC[Chun-Hao Chang Professor (Taiwan)]
    DF --> DU[Diogo Duarte Asst. Professor (Brazil)]

    CIBER --> AB[Abhijit Barua Assoc. Professor (India)]
    CIBER --> SJ[Stanislav Jansta Instructor (Czech Republic)]
    CIBER --> KH[Kenneth Henry Assoc. Professor (Jamaica)]

    SRE[School of Real Estate Director, Eli Beracha (Israel)] --> JF[Julia Freybote Asst. Professor (Germany)]
    SRE --> ZL[Zhenguo Lin Assoc. Professor (China)]
    SRE --> ZW[Zhonghua Wu Assoc. Professor (China)]

    JHM --> MW[Maيدا Watson Foreign Language Coord.]
    JHM --> TBDA[TBD Asst. Dir., CIBER]
    JHM --> LGS[Lisa-Gaye Shakespeare Project Manager (Jamaica)]
    JHM --> ASK[Anthony Sakhleh Program Manager Global Student Mobility]
    JHM --> TBGA[TBD Grad. Assistant]
    JHM --> GRD[Gabriella Romero Dual Degree Coord. (Dominican Republic)]
    JHM --> SY[Shuchun Yang Asia-Pacific Prgm Coord. (China)]
    JHM --> LP[Lina Lopez Program Assistant (Colombia)]
    JHM --> RV[Rodrigo Velasco Program Assistant (Peru)]
  
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## BIOGRAPHIES

**NAME:** Pascale Becel

**TITLE/AFFILIATION:** Associate Professor of French; Chair of the Department of Modern Languages, FIU

**EDUCATION:** PhD, University of California Davis; MA, West Virginia University; C2 in American Civilization, Universite de Caen

**PROFESSIONAL EXPERIENCE:** Dr. Becel, is an Associate Professor and Chairman of the Department of Modern Languages at Florida International University (FIU). There she teaches a wide range of courses in Francophone Literature, French Literature, intermediate and advance French conversation, both at the undergraduate and graduate level. Professor Becel has held a number of academic positions in addition to his current position of Department Chair including French program director, member of several search and screen committees and member of the institutional effectiveness measures committee. Professor Becel has published diverse articles in magazines and journals such as *Etudes Francophones*, *Studies in Twentieth Century Literature*, *Callaloo: A Journal of African-American and African Arts and Letters* and has two Encyclopedia Entries for The Feminist Encyclopedia of French Literature. She is strongly committed to promote French in her community where she has been judge in several French Language and Culture Congresses.

**NAME:** Elisabeth Beristain

**TITLE/AFFILIATION:** Senior Instructor, Department of Marketing and Logistics, FIU

**EDUCATION:** MA, University of Michigan; BA, University of Michigan

**PROFESSIONAL EXPERIENCE:** For over 20 years Elisabeth Beristain has lent her experience and expertise to various areas of the marketing and marketing communications industry, leading successful marketing, advertising and public relations campaigns for blue chip clients across a variety of industries throughout Latin America and the United States. Among the titles she has held are: Research and Planning Director for the J Walter Thompson advertising agency in Mexico City; Research Director at Leo Burnett ad agency in San Juan, Puerto Rico; Vice President Director of Account Planning and Research at J Walter Thompson in Mexico City. She also serves as program director for the COB marketing study abroad programs.

**NAME:** Aya S. Chacar

**TITLE/AFFILIATION:** Associate Professor. Department of Management and International Business, FIU

**EDUCATION:** PhD, University of California at Los Angeles; MBA, Rensselaer Polytechnic Institute

**PROFESSIONAL EXPERIENCE:** Dr. Chacar's research is on the drivers of value creation and appropriation by firms and entrepreneurs through innovation, improved firm performance and institutional change. Her work has won the McKinsey Best Conference Paper Honorable Mention as well as the AOM Best Paper Award. Her recent publications have appeared in the Strategic Management Journal (Forthcoming) "Social Networks of Entrepreneurial Teams and New Venture Performance in Emerging Markets" and (2005) "Are Emerging Economies Less Efficient? Comparing Performance Persistence in the U.S. and India" (both with Balagopal Vissa). Other recent publications include (2008) "Institutional Settings and Rent Appropriation by Knowledge-Based Employees: The Case of Major League Baseball" which appeared in Managerial and Decision Economics (with William Hesterly). Dr. Chacar has served in various roles including reviewing for the Strategic Management Journal, assisting the Strategic Management Society, and as an Academy of Management division liaison.

**NAME:** Jose R. De la Torre

**TITLE/AFFILIATION:** Professor and J.J. Batten Chair in Strategy (Emeritus), Department of Management and International Business, FIU

**EDUCATION:** MS, Florida International University; BS, Nova Southeastern University

**PROFESSIONAL EXPERIENCE:** Dr. de la Torre served as Dean of the Alvah H. Chapman, Jr., Graduate School of Business at FIU from July 2002 until December 2007, and held the position of J.K. Batten Eminent Scholar in Strategy in the College's Department of Management and International Business until May 2010 (now Emeritus). A distinguished expert in the field of international business, de la Torre was previously professor and chair of the Strategy and Organization area at UCLA's Anderson School, where he served as founding director of UCLA's CIBER until June 2001. His visiting appointments include stints at Universidad Adolfo Ibáñez (Chile), Universidad del Valle (Colombia), INCAE (Nicaragua), Theseus Institute (France), the Stockholm School of Economics (Sweden) and the McDonough Business School at Georgetown University. He is the External Examiner of the Cyprus International Institute of Management. Dr. de la Torre has been elected to the Fellows of the Academy of Management, the Strategic Management Society, the Business Association for Latin American Studies and the International Management Association.

**NAME:** Maribel Diz

**TITLE/AFFILIATION:** Vice President, Visa, Inc.

**EDUCATION:** MS, Florida International University; BS, Nova Southeastern University

**PROFESSIONAL EXPERIENCE:** Ms. Maribel R. Diz was appointed Vice President of Visa Inc. Latin America and the Caribbean Region (LAC) in October 2013. She is responsible for all aspects of Visa's human resources business in the Region. Her experience and vision are focused on value-added services and human resources leadership for the Miami operation including regional offices in Brazil, Chile, Colombia Mexico, Panama, Peru and Venezuela. Ms. Diz' professional career in human resources spans in the employment service sector managing high profile accounts, the hospitality industry managing end to end human resources programs for luxury properties and as an adjunct professor for Florida International University teaching Human Resources Management to undergraduate students. Ms. Diz has an undergraduate degree in Business from Nova Southeastern University graduating with distinction and holds a Masters of Science in Human Resources Management from Florida International University. She sits in the advisory board at FIU and is an active contributor to a series of local networking organizations and public speaking events revolving around leadership, strategy, Women in the Workplace and the Hispanic community. She is an active role model for HISPA (Hispanics Inspiring Student's Performance and Achievement) speaking to high school students inspiring them to stay in school.

**NAME:** Maria Drew

**TITLE/AFFILIATION:** President, HR Strategist Group

**EDUCATION:** BA, UCLA

**PROFESSIONAL EXPERIENCE:** Maria Drew is the President of HR Strategic Group, a consulting practice that is designed to work with companies to ensure that their people strategies are aligned with their business strategies. Maria works with individuals who desire career coaching or development coaching. Her specialties include talent management executive/leadership coaching, team dynamics, culture change, employment branding, leadership development, strategic organizational communities and executive retreats/off sites. Maria has previously served as Executive Vice President of Right Management, an operation in South Florida and the Caribbean that provides consulting and long-term growth and development.

**NAME:** Joyce Elam

**TITLE/AFFILIATION:** Dean Emerita, College of Business, FIU

**EDUCATION:** PhD, University of Texas; BA, University of Texas

**PROFESSIONAL EXPERIENCE:** Dr. Joyce J. Elam is Dean Emerita, College of Business, Florida International University. She was Dean and James L. Knight Eminent Scholar in Management Information Systems at the College of Business, Florida International University for fifteen years prior to her retirement in 2016. Prior to coming to FIU, she was an associate professor in the McCombs College of Business, the University of Texas and an assistant professor at the University of Pennsylvania's Wharton School. During her tenure at FIU, Dr. Elam also headed FIU Online and the Office of Analysis and Information Management. Dr. Elam was a Marvin Bower Fellow at the Harvard Business School during the 1987-88 academic year. She earned both her PhD in operations research (1977) and her BA in mathematics (1970) from the University of Texas. Dr. Elam is an award-winning teacher and recognized expert in the strategic use of information technology and the use of information technology to support both individual and group decision-making. Dr. Elam is also known for her work in helping to develop women leaders. She developed and offers annually the Women Leaders Program – an executive leadership development program. She also teaches leadership workshops for FIU's MBA programs and for other Center of Leadership programs.

**NAME:** Kenneth G. Furton

**TITLE/AFFILIATION:** Provost; Professor of Chemistry and Biochemistry, College of Arts and Sciences, FIU

**EDUCATION:** PhD, Wayne State University; BS University of Central Florida

**PROFESSIONAL EXPERIENCE:** Kenneth G. Furton was appointed Provost and Executive Vice President of Florida International University on July 2014. He is a leading scholar in forensic chemistry, specializing in scent detection. He served as the dean of the College of Arts and Sciences from 2007 to 2014, where he transformed the university's largest college into three mission-based interdisciplinary schools to explore and address some of the biggest issues facing society today. During his tenure, the college of Arts and Sciences raised over \$41 million in philanthropic gifts and saw its research grants funding increase from \$27 million to \$60 million annually. In 2014, Dr. Furton chaired the iREAL (integrating Research, Engagement, Assessment and Learning) Commission on the future of FIU and led the committee that created FIU's 2015-2020 BeyondPossible2020 Strategic Plan. Having started at FIU in 1988 as an assistant professor in chemistry, Dr. Furton in 1997 founded FIU's International Forensic Research Institute (IFRI), which is globally recognized as one of the premier research and teaching institutes on forensic science.



**NAME:** Stav Fainshmidt

**TITLE/AFFILIATION:** Assistant Professor, Department of Management & International Business, FIU

**EDUCATION:** PhD, Old Dominion University; MBA, College of Management; BA, Ariel University Center

**PROFESSIONAL EXPERIENCE:** Dr. Stav Fainshmidt is an Assistant Professor of International Business and Strategy at the FIU College of Business. His research interests include institutions and governance, organizational capabilities, and methods in organizational research. His work appears in outlets such as *Journal of International Business Studies*, *Journal of International Management*, *Strategic Management Journal*, *British Journal of Management*, *International Business Review*, and *Group & Organization Management*. Prior to joining FIU, Dr. Fainshmidt worked with Deloitte (Isr.) in auditing, consulting, and IPO services. He is a member of the Academy of Management, the Academy of International Business, and the Southern Management Association.

**NAME:** Doreen J. Gooden

**TITLE/AFFILIATION:** Senior Instructor, Department of Management and International Business, FIU

**EDUCATION:** DBA, Nova Southwestern University; MBA, Nova Southwestern University; BS, University of the West Indies

**PROFESSIONAL EXPERIENCE:** Dr. Gooden's research interest includes transformational leadership practices, values congruence, cultural values, creating and sustaining competitive advantage, and ground-based versus electronic-based instructional delivery. Her work has been published in the *International Business & Economic Research Journal*, *Employee Responsibilities and Rights Journal* and the *New Horizons in Adult Education Journal* as well as in many conference proceedings. She also has developed questionnaires that appeared in McGraw Hill's *2002 Team and Organization Development Sourcebook* and *Consultant's Big Book of Reproducible Surveys and Questionnaires*. Dr. Gooden is a member of the Academy of Management and the Strategic Management Society, as well as serving as program director for COB management and international business study abroad program.



**NAME:** Jerry Haar

**TITLE/AFFILIATION:** Clinical Professor, Department of Management & International Business, FIU

**EDUCATION:** PhD, Columbia University; MA, John Hopkins University, BA, American University

**PROFESSIONAL EXPERIENCE:** Jerry Haar is a professor and former associate dean and director of the Pino Global Entrepreneurship Center in the College of Business Administration, Florida International University. He is also a non-resident senior research fellow at Columbia and Georgetown, and he has held visiting appointments at Wharton, Harvard, Oxford, Stanford, and the American Enterprise Institute. He was also a research associate at Columbia University and a Fulbright Scholar at the Fundação Getúlio Vargas in Brazil. Dr. Haar served as Director of Washington Programs for the Council of the Americas, a New York-based business association of the leading multinational firms with business in Latin America and the Caribbean and has held several senior staff positions in policy and management with the federal government and served as Special Assistant to two cabinet secretaries. He received his B.A. cum laude from American University, master's degree from the Johns Hopkins University, and Ph.D. from Columbia University. Dr. Haar is also a graduate of Harvard University's Executive Program in Management and Health Finance. He has consulted for many companies from multinational enterprises to small family firms and has appeared in media such as *The Wall Street Journal*, *The New York Times*, *The Washington Post*, *The Financial Times (London)*, *The Journal of Commerce*, *Bloomberg Business Week*, *Newsweek*, *CNN*, *the BBC*, *Fox Cable News*, *NBC*, and *CBS*. A board member of the Greater Miami Chamber of Commerce, Brazilian-American Chamber, Miami Finance Forum, and the Miami Symphony Orchestra.

**NAME:** Jennifer Hilton Montero

**TITLE/AFFILIATION:** Director, Office of Global Initiatives, FIU

**EDUCATION:** MA, Lesley University

**PROFESSIONAL EXPERIENCE:** Jennifer Hilton Montero is the Director of the Office of Global Initiatives at the College of Business, Florida International University located in Miami, Florida. Jennifer specializes in building international relationships and serves as the international liaison for the College of Business, managing international agreements and collaborations as well as serving incoming international students and providing local students with international study opportunities. She received her Bachelors of Arts in International Studies and Spanish with honors in 2004 from Austin College in Sherman, Texas. She completed her Masters of Arts in Intercultural Relations with specializations in International Education and Intercultural Training and Consulting in 2006 from Lesley University in Cambridge, Massachusetts. Jennifer is currently pursuing her Ph.D. in Public Affairs at Florida International University. Jennifer previously worked for AACSB International in international coordination roles.

**NAME:** Joanne Li

**TITLE/AFFILIATION:** Dean, College of Business; Ryder Eminent Scholar,  
Department of Finance, FIU

**EDUCATION:** PhD, Florida State University; Bachelor of Science,  
Florida State University

**PROFESSIONAL EXPERIENCE:** Joanne Li, Ph.D., CFA is Dean, Professor of Finance and Ryder Eminent Scholar Chair at the Florida International University College of Business., an AACSB-accredited college. As dean, she leads the college's Landon Undergraduate School and Chapman Graduate School, as well as its executive education, global learning and small business development programs (SBDC at FIU and the Pino Global Entrepreneurship Center). Prior to joining the college, she served as Dean of Raj Soin College of Business at Wright State University in Dayton, Ohio. At Raj Soin, she developed innovative programs designed to accelerate the college's role in economic and workforce development, including the Institute for Innovation and Entrepreneurship to promote student participation in commercialization and tech transfer, and Wright Venture, a Shark Tank look-alike that allows students to pitch start-up ideas to gain financial backing. Dr. Li is a retainer/selected speaker for the CFA Institute and CFA Institute Asia-Pacific.

**NAME:** Peng Lu

**TITLE/AFFILIATION:** Associate Provost for International Programs, Director  
of China, FIU

**EDUCATION:** PhD (Imperial College London)

**PROFESSIONAL EXPERIENCE:** Dr. Lu has played a leading role in the development of international programs in China. He was most instrumental in the establishment of the Hospitality's program in Tianjin China. Currently there are more than 1100 undergraduate students in Tianjin. That program just celebrated its tenth anniversary and enjoys a reputation as the model program for a foreign university in China. Dr. Lu has been the university's Assistant Provost for China Programs. Based on his success in China, he has been asked to expand his portfolio and accept broader responsibilities. He will work with the College of Arts and Sciences to implement the Spanish language program in Qingdao, with the Office of Study Abroad to assist in programming and promotion of bilateral study abroad opportunities in Asia, with University College to develop the Academy for Sino-Latino Trade, the Confucius Institute, and overseas, online or on-campus certificate programs, and with a number of units on campus to successfully establish an office in China overseeing current operations and growth opportunities there.

**NAME:** Sumit Kundu

**TITLE/AFFILIATION:** Associate Dean, International Programs and Kames K. Batten Eminent Scholar Chair in International Business, FIU

**EDUCATION:** PhD, Rutgers University; MBA, Rutgers University; MBA, Indian Institute of Social Welfare and Business Management; BA, University of Calcutta

**PROFESSIONAL EXPERIENCE:** Dr. Sumit K. Kundu is the James K. Batten Eminent Scholar Chair in International Business in the College of Business at FIU. Dr. Kundu is the Academic Director of the Masters of International Business program and served as the Faculty Director of the Executive MBA program and Ph.D Coordinator. Dr. Kundu has taught several international business courses at both the graduate and undergraduate levels at Florida International University, Saint Louis University, State University of New York, Northeastern University, and Rutgers University. His extensive international experience includes teaching at Chulalongkorn University (Thailand), City University of Hong Kong (China), Saint Louis University Madrid Campus (Spain), and the Indian Institute of Management. Dr. Kundu was appointed in March 2017 as the Associate Editor for *Journal of Business Research*, as a Board Member for the European International Business Academy (2017-2019) and served as Vice-President (Administration) for the Academy of International Business (2014-2017).

**NAME:** Marjorie Lyles

**TITLE/AFFILIATION:** OneAmerica Chair in Business Administration, Professor of International Strategic Management, Indiana State University

**EDUCATION:** PhD, University of Pittsburgh; MLS, University of Pittsburgh; BS, Carnegie Mellon University

**PROFESSIONAL EXPERIENCE:** Marjorie Lyles is OneAmerica Chair in Business Administration, Professor of International Strategic Management at the Indiana University Kelley School of Business and incoming President of Academy of International Business. Marjorie Lyles' research addresses organizational learning and innovation, international strategies, joint ventures, and alliances, particularly in emerging economies. She has over 100 articles and chapters. Her work has appeared in top academic journals such as SMJ, SEJ, ASQ, JIBS, OSci, AMR, JMS and AMJ. She is a SMS and AIB Fellow. Lyles & Salk (1996) on learning in IJVs won the JIBS Decade Award 2006. She has also received two NSF grants. She has consulted with USIA, World Bank, USAID, UNDP and private firms in Malaysia, Hungary, Vietnam, Poland, China and Indonesia on international strategies, educational projects, and needs assessment for management.

**NAME:** Modesto “Mitch” Maidique

**TITLE/AFFILIATION:** President Emeritus, FIU

**EDUCATION:** PhD, Massachusetts Institute of Technology

**PROFESSIONAL EXPERIENCE:** Professor Modesto “Mitch” Maidique is the Alvah H. Chapman Jr. Eminent Scholar Chair in Leadership at FIU. He is also Professor of Management and Executive Director of the Center for Leadership in the College of Business. In June 2009, Professor Maidique was named President Emeritus of FIU by the FIU Board of Trustees in recognition of his leadership, dedication, and transformational accomplishments during his 23-year tenure as University President. From 1986 to 2009, Professor Maidique, the first Cuban American university president in U.S. history, served as president of FIU and led its transformation from a comprehensive university to a major research university classified in the highest ranking awarded by the Carnegie Foundation. Under his leadership, FIU tripled in physical size, grew to over 40,000 students, and now ranks among the 20 largest universities in the United States. During his tenure, FIU established accredited Colleges of Law, Engineering, Architecture, and Public Health; and most recently, Professor Maidique spearheaded the historic opening of the new FIU College of Medicine, one of only three U.S. medical schools established in the last 25 years. In recognition of his achievements, the FIU Board of Trustees named FIU’s main campus the Modesto A. Maidique Campus.

**NAME:** Manuel “Manny” A. Mencia

**TITLE/AFFILIATION:** Sr. Vice President and Chief Operating Officer,  
Enterprise Florida Inc., Division of International  
Trade and Economic Development

**EDUCATION:** BS, Florida International University; BA St. Thomas  
University

**PROFESSIONAL EXPERIENCE:** Manuel (Manny) A. Mencia is Sr. Vice President and Chief Operating Officer of the International Trade and Business Development unit of Enterprise Florida, Inc. Enterprise Florida, Inc. (EFI) is a not-for-profit government business partnership established to guide the development of Florida’s economy. The mission of EFI is to support business growth and assist companies in the creation of jobs by coordinating the State of Florida’s economic development and international trade programs and by promoting Florida as a competitive global business center. The International Trade and Business Development unit is head quartered in Miami and maintains offices in six Florida cities as well as fourteen countries around the world.

**NAME:** David Moore

**TITLE/AFFILIATION:** Dean, International Education, Broward College

**EDUCATION:** PhD, University of South Florida; MA, Clearwater Christian College; BA, Clearwater Christian College

**PROFESSIONAL EXPERIENCE:** At Broward College David is responsible for the creation and development of academic affiliations, articulations, and exchanges with colleges and universities overseas, as well as overseeing study abroad programs. He also serves Broward College as the liaison to the Commission on Colleges of the Southern Association of Colleges and School (SACS). In a career in education that began as a classroom teacher of social studies in 1977, Dr. Moore moved to the collegiate level as an administrator in 1981. He has spent the last 34 years in college level academic administrative positions. He served as the Vice-President for Academic Affairs at Clearwater Christian College (CCC) in Clearwater, FL for 17 years before moving to St. Petersburg College (SPC) to serve for five years as the Director for Dual Credit and International Studies. Under his tenure, the program added student enrollments and study abroad destinations and developed a collegiate high school. David holds a B.A. in Education from CCC, and both the M.A. in History and Ph.D. in Higher Education Curriculum from the University of South Florida.

**NAME:** William Newbury

**TITLE/AFFILIATION:** Chair, Department of Management & International Business, FIU

**EDUCATION:** PhD, New York University; MA, Washington University; BS, Northeast Missouri State University

**PROFESSIONAL EXPERIENCE:** Professor Newbury is Department Chair and the Ryder Eminent Scholar of Global Business at Florida International University in the Department of Management & International Business. Professor Newbury's research interests focus on how multinational corporations manage and relate to subsidiaries and other local stakeholders when they invest overseas, with a particular emphasis on corporate reputation-related issues. He has published 39 articles in top-tier, peer-reviewed journals, including the *Journal of International Business Studies (JIBS)*, *Strategic Management Journal*, *Organization Science*, *Journal of World Business (JWB)*, *Journal of Management Studies (JMS)*, and *Business & Society*, among others. He is the Series Editor of *Research in Global Strategic Management*, and serves on the Senior Advisory Board of the *Review of International Business and Strategy*. Dr. Newbury also currently serves on the editorial review boards of *JIBS*, *JWB*, *JMS*, the *Global Strategy Journal*, *Thunderbird International Business Review*, *Cross Cultural and Strategic Management*, and the *Canadian Journal of Administrative Sciences*. He recently co-authored *Emerging Market Multinationals: Managing Operational Challenges for Sustained International Growth*.

**NAME:** Seema Pissaris

**TITLE/AFFILIATION:** Clinical Professor, Department of Management & International Business, FIU

**EDUCATION:** PhD, Florida Atlantic University; MBA, Florida Atlantic University; BA, Ryerson University

**PROFESSIONAL EXPERIENCE:** Dr. Pissaris has been an avid entrepreneur responsible for launching numerous successful companies. One of her companies remanufactured and distributed Previously Played™ video games accessories to over 10,000 retail location in Canada and the United States. The company went public on the Toronto Stock Exchange. In recognition of this success, Dr. Pissaris was nominated for the Canadian Woman Entrepreneur of the year award by the Royal Bank of Canada. Her experience of transforming a small business into a multi-million dollar corporation has informed Dr. Pissaris' current research on top management teams and their ability to contribute strategically to the organization. This research examines the importance of executive management compensation, executive turnover, and conflict in the boardroom. Her research has been published in numerous peer-reviewed publications and has been presented at several Academy of Management conferences.

**NAME:** Mark B. Rosenberg

**TITLE/AFFILIATION:** President, Florida International University, FIU

**EDUCATION:** PhD, Miami University; MA, University of Pittsburgh; BA, Miami University (Ohio)

**PROFESSIONAL EXPERIENCE:** Mark B. Rosenberg is president of Florida International University. A public institution of higher education, FIU is the face of the country's future in higher education demographics: it is a majority-minority institution that leads the country in the production of minority degrees in the sciences and engineering. Dr. Rosenberg has served as the fifth president of FIU since August 2009. A political scientist specializing in Latin America, Dr. Rosenberg is the first FIU faculty member to ascend to the university's presidency. Under his leadership as president, FIU has increased enrollment to almost 54,000 students, improved graduation rates by nearly 10% and hired over 500 new faculty. As President, Dr. Rosenberg has provided leadership to grow the institution's budget, improve student graduation and retention rates, expand internships for enrolled students, and coordinate FIU's emergence as a leading producer of graduates in priority national and state areas focused on science, technology, engineering and math (STEM). The university has been named as a Carnegie Engaged institution, and has developed path-breaking partnerships with the Miami Dade County Public Schools, JP Morgan Chase, Florida Power & Light and Royal Caribbean Cruises. Research expenditures have grown by nearly 30% to nearly \$125 million, and over sixty new student advisers and counselors have been hired for a restructured and expanded student graduation initiative.



**NAME:** Gary J. Spulak

**TITLE/AFFILIATION:** President, Embraer Aircraft Holding

**EDUCATION:** MBA, Barry University; BS, University of Miami

**PROFESSIONAL EXPERIENCE:** Gary J. Spulak serves as President of Embraer Aircraft Holding, Inc. which is Embraer's wholly owned U.S. subsidiary, and as Director of Financial Development. Spulak began his career with Embraer in 1983 as Vice President of Product Support and Information Technology where he developed and directed the infrastructure to support the successful Bandeirante and Brasilia commercial aircraft in North America. In January of 1991 he was named Executive Vice President and assumed additional responsibility for customer technical assistance, training and the administrative areas of the company including direct participation in efforts to develop and launch the ERJ 145 regional jet. Since 1995 he has been responsible for supporting the industrial and financial operations of Embraer by developing financing alternatives and fund raising. He later joined the accounting firm of Price Waterhouse as a management consultant specializing in manufacturing, industrial engineering, retailing, distribution and real estate.

**NAME:** John F. Stack, Jr.

**TITLE/AFFILIATION:** Professor of Politics and International Relations and Law; Founding Dean of the Steven J. Green School of International and Public Affairs, FIU

**EDUCATION:** JD, University of Miami; PhD, University of Denver; MA, University of Denver

**PROFESSIONAL EXPERIENCE:** Dr. John F. Stack, Jr. holds a joint appointment as Professor of Politics and International Relations and Law and Founding Dean of the Steven J. Green School of International and Public Affairs at Florida International University. As professor of Politics and International Relations and Law, Dr. Stack serves as an instructor to graduate students of the Green School's Department of Politics and International Relations and FIU's College of Law. He specializes in Ethnicity and World Politics, Administrative Law, National Security, and Constitutional Law. Dr. Stack graduated from Stonehill College in Easton, Massachusetts with a Bachelor of Arts with highest honors in 1972. He earned his Master of Arts (1974) and Ph.D. (1977) from the Graduate School of International Studies of the University of Denver and his J.D. from University of Miami's School of Law in 1989. He was admitted to practice before the Florida Supreme Court in 1990.



**NAME:** Rosanne Tabaraes

**TITLE/AFFILIATION:** Principal, Talent Strategies and Organizational Effectiveness at Resolve Consulting Corp.

**EDUCATION:** BA, Ricardo Palma University

**PROFESSIONAL EXPERIENCE:** Rossana is a human resources executive with over 20 years of domestic and international experience. Her practice covers the full spectrum of human resources disciplines with a strong focus on talent strategy, leadership development, change management, and organizational alignment. As an organizational alignment expert and talent strategist, Rossana has held various senior level corporate positions in global organizations such as Visa, BUPA, and Baxter, and she has consulted for companies ranging from start-ups to Fortune 50, partnering with senior and operational management to develop the internal infrastructural alignment, talent and leadership capabilities required to attain sustainable business results. Her practice covers the full spectrum of human resources disciplines with a strong focus on talent strategy, leadership development, change management, and organizational alignment. She has earned the designation of Senior Professional in Human Resources (SPRH) and Global Professional in Human Resources (GPHR) extended by the Human Society of Human Resources, and a Certification in Training & Human Resources Development by Florida International University. She has been serving as Board Member for the Greater Miami Society of Human Resources Management (GMSHRM) since 2008.

**NAME:** Mary Ann Von Glinow

**TITLE/AFFILIATION:** Knight Ridder Eminent Scholar, Department of Management & International Business, FIU

**EDUCATION:** PhD, Ohio State University; MBA, Ohio State University, MA, Ohio State University, BA, Bradley University

**PROFESSIONAL EXPERIENCE:** Dr. Von Glinow is the Knight Ridder Eminent Scholar Chair in International Management. She was the 2010-2012 President of the Academy of International Business Previously on the Marshall School faculty of the University of Southern California; she has an MBA and Ph. D in Management Science from The Ohio State University. Dr. Von Glinow was the 1994-95 President of the Academy of Management, the world's largest association of academicians in management and is a Fellow of the Academy of Management, Academy of International Business, and the Pan Pacific Business Association. She sits on thirteen editorial review boards and numerous international panels. Dr. Von Glinow has authored over 100 journal articles and 14 books. She also has a popular textbook now in seven (e): Organizational Behavior, 2015, McGraw-Hill/Irwin, OB Essentials, 2008, 4 (e) and an M-form OB Essentials, 2015 (2nd ed) all of which are translated into Chinese, and Hindi.

**NAME:** Maida Watson

**TITLE/AFFILIATION:** Professor of Modern Languages, FIU

**EDUCATION:** PhD, University of Florida; MS, Florida International University; BA, Agnes Scott College

**PROFESSIONAL EXPERIENCE:** Dr. Maida Watson was the Chairperson of the Department of Foreign Languages until 2005 and is a Professor of Modern Languages in the College of Arts and Sciences. She was also Chairperson between 1994 and 1997 and has been Foreign Language Coordinator for the Center for International Business Education and Research at Florida International University since 1997. During eight years she created and coordinated study abroad programs in Spain and has worked with The College of Business during the last five years in developing undergraduate study abroad programs for business school students. In 2000 she created a workshop in Spain with Universidad Carlos III in Madrid on Teaching Spanish for Business for college teachers, which has been held in Spain for nine years in cooperation with UNED of Spain and U of Salamanca in Avila. In 2009 she organized the first International Conference in Languages for Business with the European Association of Teachers for Languages for Special Purposes, U of Zaragoza and U of Salamanca in Avila.

**NAME:** David Wernick

**TITLE/AFFILIATION:** University Instructor, Department of Management & International Business, FIU

**EDUCATION:** PhD, Florida International University; MA, Florida International University; BA, Tulane University

**PROFESSIONAL EXPERIENCE:** Dr. Wernick's research focuses on global business strategy, innovation, and sustainable enterprise. He is the author of numerous academic and policy-oriented studies on global business and politics, including the book chapters "Innovation in Africa: The View from the Hilltops of a Spiky Continent" (forthcoming), and "Stakeholder Voice, Corporate Dysfunction and Change: An Organizational Learning Perspective" with William D. Schneper and Mary Ann Von Glinow (2013). Dr. Wernick is also the co-author with Mary Ann Von Glinow of the article "Reflections on the Evolving Terrorist Threat to Luxury Hotels: A Case Study on Marriott International," in the *Thunderbird International Business Review* (September/October, 2012). Dr. Wernick works closely with FIU undergraduate business students in his capacity as Faculty Advisor for the College's Honors in International Business Program and the International Business Honors Society (IBHS). He also is editor-in-chief of the Journal of Global Business and Community (JGBC) – an undergraduate e-journal focused on issues at the nexus of international business and society – and mentors a team of undergraduate business students that competes each year in the Consortium of Undergraduate International Business Education (CUIBE) International Business Case Competition.

**NAME:** Weidong Xia

**TITLE/AFFILIATION:** Associate Professor, Department of Information Systems and Business Analytics, FIU

**EDUCATION:** PhD, University of Pittsburgh; MS, Beijing University of Aeronautics and Astronautics; BS, Beijing University of Aeronautics and Astronautics

**PROFESSIONAL EXPERIENCE:** Dr. Xia has published in a number of refereed journals and conference proceedings, including the MIS Quarterly, Decision Sciences, Communications of the ACM, Journal of Management Information Systems, Information and Management, European Journal of Information Systems, Journal of Information Technology Management, International Journal of Career Development, Journal of Statistics and Management Systems, Journal of End-User Computing, and International Conference on Information Systems. He is an Associate Editor of Information Systems Research and on the editorial board of Journal of Database Management. Dr. Xia served on the faculty of the Carlson School of Management at the University of Minnesota, where he was an MBA/MIS program coordinator, undergraduate MIS program coordinator, and taught a number of courses at the PhD, Executive MBA, MBA, and undergraduate levels. He is a co-founder and co-director of the CIO Research Consortium on IS/IT Organizational Design and Governance.

## **BUDGET NOTES**

### **PART A: SALARIES AND BENEFITS**

Refer to budget narrative for details of salaries and personnel.

We propose compensating one (1) instructor from the Department of Modern Languages to teach a Chinese, Italian, French, Portuguese and Haitian course each year at \$3,000, plus fringe. This will guarantee that FIU students will have the opportunity to take one of these courses each year.

Fringe benefits is 33.76% for permanent salaries, 3.72% for temporary, and 11% for graduate assistant as set by the University for FY 2018-19.

### **PART B: FOREIGN LANGUAGE PROGRAMS**

*Note: Funding request is for each year of the grant (years 1-4), unless otherwise specified.*

#### **1. Lesser Taught Languages for Business Conference**

Funding request of \$2,000 is to provide travel funding for K-12 foreign language teachers from outside of the South Florida area to attend and participate.

#### **2. Interdisciplinary Intercultural Competency Language Seminar**

Funding request of \$2,000 is to cover direct costs to host a two-day language seminar for business students. Funding will be used for program materials, supplies, teaching and other resource materials, and to conduct pre- and post-assessments.

#### **3. Annual CIBER Business Language Conference**

Funding request of \$2,000 is to sponsor the annual conference.

### **PART C: OUTREACH AND COLLABORATION ACTIVITIES**

*Note: Funding request is for each year of the grant (years 1-4), unless otherwise specified.*

#### **1. Student Global Career Development Internship**

Funding request of \$20,000 per year to provide scholarship funding of \$2,000 - \$2,500 to business students to participate in international internships. This award will cover travel and living expenses for at least one month.

#### **2. Undergraduate Study Abroad Scholarships**

Funding request of \$10,000 to support undergraduate business students to participate in short-term and semester long international study opportunities through our international partner universities. Award amounts will range from \$1,000 - \$2,500.

**3. CLADEA Student Sponsorship**

Funding request of \$3,000 to support 1-2 students to participate and represent FIU at the annual conference presenting research and to network and engage with leading business schools across the region.

**4. NASBITE International Membership**

Funding request of \$500 to purchase the NASBITE Institutional membership. This membership provides for an unlimited number of individuals to be included in this membership, offering significant discounts at the annual conference, access to *Career-Net*, and other networking and trade training resources.

**5. International Business Seminar Series**

Funding request of \$1,000 to host industry nights from different sectors of IB and trade for students, faculty, staff, and community. Funding is requested to cover program and material costs.

**6. GMCC Trade Mission and Consular Collaboration**

Funding request of \$5,000 to sponsor 1-2 students and 1-2 faculty to attend the GMCC annual international trade missions scheduled in 2018 for China, Japan, and Latin America.

**7. Business Inside Speaker Series**

Funding request of \$500

**8. CIBER-DEC Initiative (collaboration with SDSU CIBER)**

Funding request of \$750 to sponsor and participate in the CIBER-DEC initiative, spearheaded by San Diego State University.

**9. Global Bilingual Sales Competition Student Support**

Funding request of \$750 to provide travel support for 1 or 2 students from other universities to attend and participate in the annual Global Bilingual Sales Lab competition at FIU.

**10. Study Abroad Curriculum Integration Study**

Funding request of \$1,500 to assemble a committee and conduct a study on how integrate study abroad into FIU's Core Curriculum. Funding will be used to conduct the study and cover material costs.

**11. Broward College Collaborations**

Funding request of \$3,500 is to support a joint teaching training program designed specifically for Chinese and Vietnamese faculty and to develop a joint faculty-led study abroad program.

**12. SIPA Collaborations**

Funding request of \$3,500 to launch a monthly National Security Roundtable Series, a joint program with SIPA-JGI's Intelligence Community Center for Academic Excellence South Florida Consortium. Funds will be used to provide program materials and guest speakers.

**13. Collaborative Online International Learning (COIL)**

Funding request of \$10,000 to sponsor 1 or 2 faculty to develop up to three courses per year that will feature a collaborative international online learning aspect. Funding will be used as a stipend for the development, and faculty travel.

**14. NOBLE K-12 Projects**

Funding request of \$2,000 will be used to support the NOBLE K-12 project, a joint collaboration between FIU CIBER and University of Florida's Center for Latin American studies. Funding will provide support for NOBLE to engage K-12 teachers who are interested in curriculum and program development that integrate the study of world languages and cultures across disciplines

**15. MSI/CC Consortium (CMCC)**

Funding request of \$10,000 to sponsor the MSI/CC Consortium, a joint initiative with the University of South Carolina CIBER.

**16. International Summer School Program**

Funding request of \$1,500 to develop an international summer school, which will offer IB introduction classes appropriate for high-school and undergraduate students. Funding will be used to cover program and teaching materials, as well as guest speakers.

**17. Interdisciplinary Globalization Workshop Program**

Funding request of \$1,000 to host an annual workshop open to MSIs and HCBUs to help gain pedagogical tools, knowledge, and experience in interdisciplinary international education.



**18. International Content Expansion Seminar Series**

Funding request of \$1,000 to host a seminar series to FIU faculty across disciplines as well as to local community colleges.

**19. MSI Professional Development Program**

Funding request of \$5,000 to sponsor one (1) MSI faculty to attend an FDIB Program.

**20. Consortium for Undergraduate International Business Education (CUIBE)**

Funding request of \$1,000 to sponsor CUIBE. Sponsorship will be used to provide support for CUIBE's annual conference.

**21. Faculty Development in International Business – Korea**

These funds will be used to support a faculty member to attend the FDIB.

**22. Faculty Development in International Business – India**

Funding request of \$5,000 to support the FDIB India program organized by FIU CIBER.

**23. Faculty Development in International Business – Spanish for Business**

Funding request of \$5,000 to support a MSI/CC faculty to attend the FDIB.

**24. Faculty Development in International Business – Cuba**

Funding request of \$5,000 to support one faculty from FIU or a partner MSI/HBCU.

**25. Professional Development in International Business: Pacific Alliance: Peru and Colombia**

Funding request of \$5,000 to support one faculty from FIU or a partner MSI/HBCU.

**26. CIBERWeb Project**

Funding request of \$500 to support the upkeep and maintenance costs of the CIBERWeb project.

**PART D: RESEARCH ACTIVITIES**

*Note: Funding request is for each year of the grant (years 1-4), unless otherwise specified.*

**27. Faculty Research Awards / Working Paper Series**

Funding request of \$20,000 to support faculty research awards. Funding will range from \$1,000 - \$3,000. Faculty awarded a research award will provide a copy of their

research to FIU CIBER to be included in the Working Paper Series.

**28. South Florida IB Colloquium**

Funding request of \$2,000 to invite speakers for the series. Funds will be used for travel and per diem (meals).

**29. Doctoral Student Support**

Funding request of \$3,000 to provide research grants to doctoral students. Funding will range from \$250 - \$500 each.

**PART E: TRAVEL AND CONTRACTUAL**

*Note: Funding request is for each year of the grant (years 1-4), unless otherwise specified.*

**1. Domestic Travel**

Funding request of \$15,000 to support domestic travel in support of project management and administration and travel for CIBER personnel to conduct conferences and workshops and participate in CIBER meetings.

**2. Foreign Travel**

Funding request of \$20,000 (year 1-2), \$19,000 (year 3), \$18,000 (year 4) to support foreign travel in support of project management and administration and travel for CIBER personnel to conduct conferences and workshops. Funds will also be used to support faculty from FIU and MSI/HBCU/CC to attend CIBER organize events. All foreign travel will adhere to the “Fly America” act.

**3. Evaluator**

Funding request of \$3,500 for external evaluator. Cost includes travel and per diem.

**PART E: EQUIPMENT AND SUPPLIES****1. Publications**

Funding request of \$1,500 (year 1-3) and \$1,000 (year 4) for brochures, promotional materials and to provide funding to faculty publishing research.

**2. Teaching & Research Materials**

Funding request of \$1,500 (year 1-2) and \$1,000 (year 3-4) for purchasing of books, software and other teaching or research materials.

## PERFORMANCE MEASURE FORM (PMF)

1. Project Goal Statement #1: Increase employment opportunities for international business students									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline & Targets				
					BL	T1	T2	T3	T4
a) Increase the number of internships generated by 20% per year	<ul style="list-style-type: none"> <li>Recruit students to apply for the BMI International Scholarship Program</li> <li>Recruit and recommend students to the Talent Development Network (TDN) to foster internship opportunities</li> <li>Recruit students for the Student Global Career Development Internship Program</li> </ul>	Number of students earning an internship at the start of each semester	Per semester	FIU Career Services	100	120	130	140	150
b) Increase the number of students graduating with a job (increase 5% over 4 years)	<ul style="list-style-type: none"> <li>Provide students with interview and presentation skills training for jobs identified through Business Career Management Services (CMS)</li> <li>Sponsor students from other MSI/HBCU to participate in the Global Bilingual Sales Lab</li> <li>Provide students with international employment opportunities through our study abroad programs and international partners</li> <li>Increase participation of FIU Business Mentor Program</li> </ul>	Number of students graduating with job at the end of each academic year	Annually	FIU Career Services	64%	65%	66%	68%	70%
c) Increase the number of South Florida business/academics partnerships	<ul style="list-style-type: none"> <li>Work with GMCC Trade Mission to foster new business partnership opportunities</li> <li>Invite no less than five organizations per year to the Business Inside Speaker Series</li> <li>Encourage businesses to participate in FIU Business Mentor Program</li> </ul>	Number of partnerships entered into an MOU	Annually	Office of Global Initiatives	10	12	15	17	20

## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

1. Project Goal Statement #2: Increase the number of students attending study abroad programs from COB FIU by 20% during the grant period									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline & Targets				
					BL	T1	T2	T3	T4
a) Number of students attending the programs	<ul style="list-style-type: none"> <li>Recruit 300 students per year.</li> <li>Develop programs that include international internship opportunities</li> <li>Engage students through social media outlets (tweets, Facebook, students associations)</li> </ul>	Number of students attending a study abroad programs	Annually	FIU Global Initiatives	200	300	300	300	300
b) Recruit 50% from minority student population	<ul style="list-style-type: none"> <li>Increase by 10% the number of scholarships to minority student population group from South Florida business partners</li> <li>Provide funding for minority students participating in study abroad programs to non-traditional countries</li> </ul>	Demographics and course information	Annually	FIU Global Initiatives		50%	50%	50%	50%
c) Increase by 10% the number of programs for each graduate and undergraduate department	<ul style="list-style-type: none"> <li>Create one program per department per year or cross-collaboration</li> <li>Provide support to the graduate programs to develop new study abroad in non-traditional countries</li> <li>Provide support with recruiting graduate and undergraduate students, disseminating information among less participative departments</li> </ul>	Number of study abroad programs by department	Annually	FIU Global Initiatives / FIU Business	2	3	4	5	6
d) Improve study abroad curriculum integration	<ul style="list-style-type: none"> <li>Work across units, disciplines and internationally-engaged offices to determine the obstacles, challenges and solutions in integrating study abroad in the University's Core Curriculum</li> <li>Provide support to Miami-Dade College and Broward College in implementing study abroad opportunities in their curriculum</li> </ul>	Number of courses offering study abroad curriculum	Annually	Academic Affairs	2	10%	15%	20%	30%

## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

1. Project Goal Statement #3: Enhance the quality of the study abroad programs from COB FIU based on course evaluation program indicators									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline & Targets				
					BL	T1	T2	T3	T4
a) Achieve an above 3.5+ in student evaluation and report	<ul style="list-style-type: none"> <li>• Impart pre and post survey on cultural proficiency</li> <li>• Provide cultural and business professional orientation pre trip through speakers presentations and seminars</li> <li>• Increase the length of the language orientation component</li> </ul>	Exit Surveys	Annually	FIU Global Initiatives	2	3.5	3.6	3.7	3.8
b) Longitudinal follow-up to assess impact at 1, 3 and 5 year intervals of their lessons learned	<ul style="list-style-type: none"> <li>• Aim for a greater than 60% participation on survey on how to interact with culturally different populations</li> <li>• Maintain an active network of study abroad alumni through social media</li> </ul>	Surveys	Annually	Surveys		60%	60%	60%	60%

## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

1. Project Goal Statement #4: Increase the number of undergraduate students graduating from FIU who are proficient in a less commonly taught language									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline & Targets				
					BL	T1	T2	T3	T4
a) Offer Chinese, French, Italian, Portuguese and Haitian for business courses	<ul style="list-style-type: none"> <li>Engage potential students from other departments; finance, management etc.</li> <li>Ensure a conversational business language offering</li> <li>Administer Pre and post testing for language fluency</li> </ul>	Students completing courses in one of these languages	Annually	FIU Modern Languages / University Registrar	2	5	5	5	5
b) Increase by 10% the number of students completing business language courses per year	<ul style="list-style-type: none"> <li>Offer real opportunities to advance business conversation level</li> <li>Outreach and engagement to potential high school students to highlight importance of business language</li> <li>Recruit students from other interconnected departments in FIU, international relations, political science, finance, etc...</li> </ul>	Number of students completing a business language per year	Annually	University Registrar / FIU Business	40	10%	10%	10%	10%
c) Increase cultural awareness improvement based on personal testimonies	<ul style="list-style-type: none"> <li>Increase by 20% annually from previous the exchange and study abroad programs in less commonly taught speaking countries</li> <li>Dissemination through a periodic multimedia outlet of students experiences</li> <li>Organize talks with language alumni to share employment success experiences</li> </ul>	Pre/Post Evaluation	Annually	Students/Surveys	0	20%	20%	20%	20%



## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

<b>1. Project Goal Statement #5: Enhance the quality and increase by 15% per year the attendance to the Lesser Taught Languages for Business in High Schools &amp; CC</b>									
<b>2. Performance Measures</b>	<b>3. Activities</b>	<b>4. Data/Indicators</b>	<b>5. Frequency</b>	<b>6. Data Source</b>	<b>7. Baseline &amp; Targets</b>				
					<b>BL</b>	<b>T1</b>	<b>T2</b>	<b>T3</b>	<b>T4</b>
a) Develop 2 more practical lessons in each of the 6 different languages offered, Chinese, Japanese, Italian, French, Portuguese and Spanish	<ul style="list-style-type: none"> <li>Recruit language experts from different parts of the US to develop this materials and present them at the annual conference</li> <li>Recycle the materials that past participants have created to update them to new technologies</li> <li>Provide funding for MSI and Community College professors to develop new materials and present them in the conference</li> </ul>	Total number of developed courses	Per semester	FIU Modern Languages	6	7	8	9	10
b) Create an online network of high school teachers and community college professors	<ul style="list-style-type: none"> <li>Develop a database of past participants and new ones and use it to connect them</li> <li>Provide an online platform to sustain the network and add tools for material exchange</li> <li>Use the online network to continue sending emails to attendees informing them of new strategies and conferences</li> </ul>	Number of participants in the network	Annually	Surveys / Database	0	20	30	40	50

## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

1. Project Goal Statement #6: Enhance the quality of the study abroad programs from COB FIU based on course evaluation program indicators									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline & Targets				
					BL	T1	T2	T3	T4
a) Achieve an above 3.5+ in student evaluation and report	<ul style="list-style-type: none"> <li>• Impart pre and post survey on cultural proficiency</li> <li>• Provide cultural and business professional orientation pre trip through speakers presentations and seminars</li> <li>• Increase the length of the language orientation component</li> </ul>	Student post surveys	After each program	Survey / FIU Global Initiatives	3.3	3.5+	3.5+	3.5+	3.5+
c) Longitudinal follow-up to assess impact at 1, 3 and 5 year intervals of their lessons learned. Increase by	<ul style="list-style-type: none"> <li>• Aim for a greater than 50% participation on survey on how to interact with culturally different populations</li> <li>• Maintain an active network of study abroad alumni through social media</li> </ul>	Pre and post surveys	Annually	Surveys from students	0	20%	30%	40%	50%

## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

1. Project Goal Statement #7: Execute proposed faculty and professional development programs									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline & Targets				
					BL	T1	T2	T3	T4
a) Number of participants	<ul style="list-style-type: none"> <li>Recruit 25 participants per year per program</li> <li>Develop partnerships with overseas organizations</li> </ul>	Number of participants	Annually	Surveys	0	25	25	25	25
b) Geographical diversity of participants by 10% each year	<ul style="list-style-type: none"> <li>Extend program outreach to less traditional areas of focus</li> <li>Develop partnerships with local and state universities and colleges.</li> </ul>	Partnership numbers with other universities	Annually	Number of participants/partnerships and surveys	0	10%	10%	10%	10%
c) Number of executive participants	<ul style="list-style-type: none"> <li>Extend program outreach to other professional and business associations to reach 25% of participation per program per year</li> <li>Target recruitment from junior executives and professionals</li> <li>Identify area of interest and offer orientation based sessions before the trip</li> </ul>	Number of executives participating	Annually	Surveys from participants	0	25%	25%	25%	25%

## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

1. Project Goal Statement #8: Increase outreach to MSI through the Annual CIBER Business Language Conference, FDIBs, and Research Stipends									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline & Targets				
					BL	T1	T2	T3	T4
a) Increase MSI faculty participation	<ul style="list-style-type: none"> <li>• Increase funding for MSI business faculty to participate in the faculty development programs abroad</li> <li>• Increase funding for language faculty from MSI to participate in CIBER Language Business Conference</li> <li>• Increase funding for participation from MSI in activities by the US Higher Education Consortium and the Globalizing MSI program.</li> </ul>	Number of MSI faculty participating each year	Annually	Surveys	0	2	4	5	6
b) Increase the number of new courses generated with international content in MSI by 10% per year	<ul style="list-style-type: none"> <li>• Recruit business faculty from partner MSI with an international interest to participate in funded activities</li> <li>• Provide mentoring and advising to MSI partner faculty to develop new courses with an international component</li> <li>• Fund participation of MSI faculty to take part in faculty development programs to provide international content in new course development.</li> </ul>	Number of MSI faculty developing new course content	Annually	Surveys / Interviews	0	10%	10%	10%	10%

## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

1. Project Goal Statement #9: Increase research designed to strengthen and improve the int'l aspects of business and professional education									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline & Targets				
					BL	T1	T2	T3	T4
a) Increase by 10% the number of articles published in top tier journals	<ul style="list-style-type: none"> <li>• Award research grants annually to top research projects from business and other related fields faculty</li> <li>• Fund faculty participation in faculty development programs to allow research gathering abroad</li> <li>• Fund faculty participation in key field related conferences</li> </ul>	Number of journals published annually	Annually	Rankings / UT Dallas	118	130	142	156	165
b) Increase extent of local, state, national and international research impact	<ul style="list-style-type: none"> <li>• Media exposure for related activities</li> <li>• Facilitate researchers to participate in conference, seminars to share research findings</li> <li>• Connect research to business professionals</li> </ul>	Number of articles that are cited	Annually	Publications					
c) Increase the number of virtual group collaborations on technologically enabled multisite projects	<ul style="list-style-type: none"> <li>• Promote the Collaborative Online International Learning (COIL) Initiative</li> <li>• Encourage more Connecting Countries Classroom projects</li> <li>• Encourage student virtual projects</li> </ul>	Number of courses that use virtual groups	Annually	FIU Global Learning	0	2	4	6	8

## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

1. Project Goal Statement #10: Increase the number of participants in faculty development programs from MSI and CC by 40%									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline & Targets				
					BL	T1	T2	T3	T4
a) Increase by 10% per year the number of participants from MSI institutions	<ul style="list-style-type: none"> <li>Secure 14 participants per year per program from new partnerships with MSIs</li> <li>Develop partnerships with overseas organizations to enable research collaboration</li> <li>Engage MSI institutions in social media interactions to disseminate program information</li> </ul>	Number of participants	Annually	FIU CIBER	0	10%	20%	30%	40%
b) Increase geographical diversity of participants from MSI by 40%	<ul style="list-style-type: none"> <li>Extend program outreach to MSI located in different geographical areas</li> <li>Partnerships with MSI and Community Colleges outside the State</li> <li>Recruit from HBCU and MSI that have not participated in any previous professional development program</li> </ul>	Number of participants from MSI/HBCU	Annually	FIU CIBER	0	40%	40%	40%	40%
c) Create new funding opportunities for MSI	<ul style="list-style-type: none"> <li>Partner with private and public organizations to create scholarships for MSI faculty</li> <li>Collaborate with overseas partners to create paid research projects and exchange teaching opportunities for MSI faculty</li> </ul>	Partnership/Program Collaborations	Annually	FIU CIBER	0	1	2	3	4



## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

1. Project Goal Statement #11: Enhance the quality of the faculty and professional development programs to result in more research collaboration									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline and Targets				
					BL	T1	T2	T3	T4
a) Survey participants at 1 and 3 years to determine the extent to which they incorporate lessons learned from the program in teaching, research, outreach	<ul style="list-style-type: none"> <li>• Gather 80 to 100% answers on longitudinal surveys</li> <li>• Evaluate other CIBERs and partner institutions commitment</li> <li>• Make adequate changes based on participants evaluations</li> </ul>	Surveys/Evaluations	At the end of each program	Participants	0	25	30	40	50
b) Create collaborative opportunities for participants in countries visited	<ul style="list-style-type: none"> <li>• Develop new research opportunities with overseas partners</li> <li>• Provide cultural, language and business mentoring for faculty and executives</li> </ul>	Surveys/Evaluations	Annually	Participants	0	5	10	15	20
c) Enhance the general economic, social, political and cultural awareness of the participants	<ul style="list-style-type: none"> <li>• Provide target focused orientation sessions before the trip</li> <li>• Include in the program political and cultural visits and lectures</li> <li>• Provide participants with relevant materials and contact information after the trip</li> </ul>	Surveys/Evaluations	Annually	Participants	0	10%	20%	30%	40%

## PERFORMANCE MEASURE FORM (PMF) (Cont'd)

1. Project Goal Statement #12: Collaborate with one more MSIs and/or Community Colleges to incorporate international dimensions into curriculum									
2. Performance Measures	3. Activities	4. Data/Indicators	5. Frequency	6. Data Source	7. Baseline and Targets				
					BL	T1	T2	T3	T4
a) Enhance study abroad curriculum	<ul style="list-style-type: none"> <li>Engage with Broward College and Miami Dade College to implement study abroad programs in curriculum</li> <li>Develop a task force to review integration study</li> <li>Develop a cross-institution study abroad program where FIU and Broward or Miami-Dade College students participate together</li> </ul>	New courses that include study abroad curriculum	Annually	FIU / Broward College / Miami-Dade College	0	2	4	6	8
b) Increase collaborate activities	<ul style="list-style-type: none"> <li>Broward College collaborations in international business opportunities</li> <li>Support one faculty from Broward College or Miami Dade College to participate in the GMCC Trade Mission</li> <li>Collaborate on the South Florida IB Colloquium</li> </ul>	Seminars /Workshops and other activities	Annually	FIU / Broward College / Miami-Dade College	0	2	3	4	5
c) Improve IB curriculum in MSI/HBCU/CC	<ul style="list-style-type: none"> <li>Collaborate with SIPA on the Interdisciplinary Globalization Workshop Program</li> <li>Support the International Content Expansion Seminar</li> <li>Participate in the MSI/CC Consortium (CMCC)</li> </ul>	Seminars /Workshops and other activities	Annually	Global Initiatives / SIPA / CMCC	0	2	4	6	8

## NATIONAL INSTITUTE FOR LEARNING OUTCOMES ASSESSMENT (NILOA) FRAMEWORK



## Budget Narrative File(s)

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\* **Mandatory Budget Narrative Filename:**

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## BUDGET NARRATIVE

PROPOSED CIBER BUDGET 2018-2022			YEAR 1 2018-2019	
		ACTIVITY	FEDERAL	MATCH
A. SALARIES AND BENEFITS			96,557	326,826
1	<b>Dean</b> Joanne Li 3.5% Non-Federal for 12 Months \$380,000		-	13,300
2	<b>Provost</b> Kenneth Furton 1.5% Non-Federal for 12 Months \$471,102		-	6,257
3	<b>Faculty Director</b> Mary Ann Von Glinow 22% for 9 Months 23% for 3 Months (Summer) \$226,736.78		17,651	49,882
4	<b>Program Director</b> Jennifer Hilton Montero 10% / 40% for 12 Months \$86,403		8,640	34,561
5	<b>Assistant Director</b> TBD 50% / 50% for 12 Months \$60,000		30,000	30,000
6	<b>Associate Dean of Int'l Programs</b> Sumit Kundu 5% Non-Federal for 12 Months \$251,371		-	12,719

7	<b>Assistant Dean for Undergraduate</b> Richard Klein 1.5% Non-Federal for 12 Months \$222,554	-	3,338
8	<b>Director of Finance &amp; Administration</b> Armando Blanco 5% Non-Federal for 12 Months \$120,000	-	6,000
9	<b>Dept. of Management Chair</b> William Newburry 3% Non-Federal for 12 Months \$274,456	-	8,234
10	<b>Dept. of Marketing Chair</b> Anthony Miyazaki 3% Non-Federal for 12 Months \$257,140	-	7,714
11	<b>Study Abroad Program Manager</b> Anthony Sakhleh 50% Non-Federal for 12 Months \$47,866	-	23,933
12	<b>Asia-Pacific Program Coordinator</b> Schuchun Yang 10% Non-Federal for 12 Months \$42,500	-	4,250
13	<b>Grand Administrator</b> Denise Codorniu 11% Non-Federal for 12 Months \$54,545	-	6,000
14	<b>Senior Instructor</b> Doreen Gooden 15% Non-Federal for 9 Months \$95,964.00	-	14,395



15	<b>Instructor</b> Elisabeth Beristain 15% Non-Federal for 9 Months \$89,063		-	13,359
16	<b>Foreign Language Coordinator</b> Maida Watson 50% for 2 months \$5,500		5,500	-
17	<b>Chinese for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
18	<b>Italian for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
19	<b>French for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
20	<b>Portuguese for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
21	<b>Haitian Creole for Business</b> for undergraduate students \$3,000	3.02	3,000	-
22	<b>Graduate Assistant</b> TBD 100% Non-Federal for 12 Months \$12,528		-	12,528
23	<b>Total Salaries</b>		<b>76,791</b>	<b>246,470</b>
24	Benefits 33.76% (1-15)		19,004	78,979
25	Benefits 3.72% (16-21)		763	-
26	Benefits 11% (22)		-	1,378

27	<b>Total Fringe Benefits</b>		<b>19,766</b>	<b>80,357</b>
28	<b>Total Salaries and Fringe</b>		<b>96,557</b>	<b>326,826</b>
<b>B.</b>	<b>FOREIGN LANGUAGE PROGRAMS</b>		<b>6,500</b>	<b>-</b>
1	Lesser Taught Languages for Business Conference	3.01	2,000	Self-Support
2	Interdisciplinary Intercultural Competency Language Seminar	3.03	2,000	-
3	Annual CIBER Business Language Conference	3.04	2,500	-
4	Business Certificate for Language Students	3.05	Self Support	
5	Online/Hybrid Language Course Support	3.06	Self Support	
6	Foreign Language Curriculum Integration	3.07	Self Support	
<b>C.</b>	<b>OUTREACH AND COLLABORATION ACTIVITIES</b>		<b>105,500</b>	<b>8,000</b>
1	FIU Business BizPass	1.01	Self Support	-
2	FIU Global Citizen Work Preparedness Program	1.02	Self Support	-
3	BMI International Scholarship Program	1.03	Self Support	-
4	Student Global Career Development Internship	1.04	20,000	-
5	Undergraduate Study Abroad Scholarships	1.05	10,000	2,000
6	CLADEA Student Sponsorship	1.06	3,000	-
7	NASBITE International Membership	1.07	500	-
8	International Business Seminar Series	1.08	1,000	-
9	GMCC Trade Mission and Consular Collaboration	1.09	5,000	-
10	Business Inside Speaker Series (Broward/LACC/SIPA)	1.10	500	-
11	CIBER-DEC Initiative (Collaboration with SDSU CIBER)	1.11	750	-
12	FIU Business Mentor Program	1.12	Self Support	
13	FIU Career Management Services (CMS)	1.13	Self Support	
14	Global Bilingual Sales Competition Student Support	1.14	750	-
15	Industry Nights	1.15	Self Support	
16	The Honors in International Business Program (IBHS)	1.16	Self Support	
17	Study Abroad Curriculum Integration Study	2.01	1,500	-

18	Broward College Collaborations	2.02	3,500	-
19	SIPA Collaborations	2.03	3,500	-
20	Collaborative Online International Learning (COIL)	2.04	10,000	-
21	Connecting Countries Video Chats	2.05	-	5,000
22	NOBLE K-12 Projects (Collaboration with UF)	2.06	2,000	-
23	MSI/CC Consortium (CMCC)	2.07	10,000	-
24	International Summer School Program	2.08	1,500	-
25	Interdisciplinary Globalization Workshop Program	2.09	1,000	-
26	International Content Expansion Seminar Series	2.10	1,000	-
27	MSI Professional Development Program	2.11	5,000	-
28	CIBERWeb project	2.12	500	-
29	Consortium for Undergraduate Int'l Business Edu (CUIBE)	2.13	1,000	1,000
30	Alternative Spring Break	2.14	Self Support	
31	Faculty Development in Int'l Business (FDIB) - Korea	4.01	5,000	Self-Support
32	Faculty Development in Int'l Business (FDIB) - India	4.02	5,000	Self-Support
33	FDIB - Spanish for Business	4.03	4,000	Self-Support
34	FDIB CUBA (with University of Maryland CIBER)	4.04	4,500	-
35	PDIB Pacific Alliance: Peru & Colombia (with UM CIBER)	4.05	5,000	-
<b>D. RESEARCH ACTIVITIES</b>			<b>25,000</b>	<b>15,000</b>
1	Faculty Research Awards / Working Paper Series	4.06	20,000	-
2	AIB Best Theory Paper Award	4.07	-	5,000
3	CLADEA Conference Support	4.08	-	5,000
4	AOM Conference Best Emerging Scholar Award	4.09	-	5,000
5	South Florida IB Colloquium	4.10	2,000	-
6	Doctoral Student Support	4.11	3,000	-
7	Emerging Markets Strategy Practitioner Research Series	4.12	Self Support	
8	CUIBE Value of IB Education Study	4.13	Self Support	

<b>E. TRAVEL AND CONTRACTUAL</b>			<b>38,500</b>	<b>-</b>
1	Domestic Travel		15,000	-
2	Foreign Travel		20,000	-
3	Evaluator (Contractual)		3,500	-
<b>F. EQUIPMENT AND SUPPLIES</b>			<b>5,721</b>	<b>5,080</b>
1	Publications		1,500	-
2	Telephone		-	1,080
3	Computer Equipment		-	3,000
4	Teaching & Research Materials		1,500	-
5	Office Supplies		-	1,000
6	Other Materials & Supplies		2,721	-
<b>G. TOTAL DIRECT COSTS</b>			<b>277,778</b>	<b>354,906</b>
<b>H. TOTAL INDIRECT COSTS (8% MTDC)</b>			<b>22,222</b>	<b>28,393</b>
<b>I. TOTAL COSTS</b>			<b>300,000</b>	<b>383,299</b>

PROPOSED CIBER BUDGET 2018-2022		ACTIVITY	YEAR 2 2019-2020	
			FEDERAL	MATCH
A. SALARIES AND BENEFITS			98,177	333,085
1	<b>Dean</b> Joanne Li 3.5% Non-Federal for 12 Months \$380,000		-	13,566
2	<b>Provost</b> Kenneth Furton 1.5% Non-Federal for 12 Months \$471,102		-	6,382
3	<b>Faculty Director</b> Mary Ann Von Glinow 22% for 9 Months 23% for 3 Months (Summer) \$226,736.78		18,004	50,880
4	<b>Program Director</b> Jennifer Hilton Montero 10% / 40% for 12 Months \$86,403		8,813	35,252
5	<b>Assistant Director</b> TBD 50% / 50% for 12 Months \$60,000		30,600	30,600
6	<b>Associate Dean of Int'l Programs</b> Sumit Kundu 5% Non-Federal for 12 Months \$251,371		-	12,973

7	<b>Assistant Dean for Undergraduate</b> Richard Klein 1.5% Non-Federal for 12 Months \$222,554	-	3,405
8	<b>Director of Finance &amp; Administration</b> Armando Blanco 5% Non-Federal for 12 Months \$120,000	-	6,120
9	<b>Dept. of Management Chair</b> William Newburry 3% Non-Federal for 12 Months \$274,456	-	8,398
10	<b>Dept. of Marketing Chair</b> Anthony Miyazaki 3% Non-Federal for 12 Months \$257,140	-	7,868
11	<b>Study Abroad Program Manager</b> Anthony Sakhleh 50% Non-Federal for 12 Months \$47,866	-	24,412
12	<b>Asia-Pacific Program Coordinator</b> Schuchun Yang 10% Non-Federal for 12 Months \$42,500	-	4,335
13	<b>Grand Administrator</b> Denise Codorniu 11% Non-Federal for 12 Months \$54,545	-	6,120
14	<b>Senior Instructor</b> Doreen Gooden 15% Non-Federal for 9 Months \$95,964.00	-	14,683



15	<b>Instructor</b> Elisabeth Beristain 15% Non-Federal for 9 Months \$89,063		-	13,627
16	<b>Foreign Language Coordinator</b> Maida Watson 50% for 2 months \$5,500		5,610	-
17	<b>Chinese for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
18	<b>Italian for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
19	<b>French for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
20	<b>Portuguese for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
21	<b>Haitian Creole for Business</b> for undergraduate students \$3,000	3.02	3,000	-
22	<b>Graduate Assistant</b> TBD 100% Non-Federal for 12 Months \$12,528		-	12,528
23	<b>Total Salaries</b>		<b>78,027</b>	<b>251,148</b>
24	Benefits 33.76% (1-15)		19,384	80,558
25	Benefits 3.72% (16-21)		767	-
26	Benefits 11% (22)		-	1,378

27	<b>Total Fringe Benefits</b>		<b>20,151</b>	<b>81,936</b>
28	<b>Total Salaries and Fringe</b>		<b>98,177</b>	<b>333,085</b>
<b>B.</b>	<b>FOREIGN LANGUAGE PROGRAMS</b>		<b>6,500</b>	<b>-</b>
1	Lesser Taught Languages for Business Conference	3.01	2,000	Self-Support
2	Interdisciplinary Intercultural Competency Language Seminar	3.03	2,000	-
3	Annual CIBER Business Language Conference	3.04	2,500	-
4	Business Certificate for Language Students	3.05	Self Support	
5	Online/Hybrid Language Course Support	3.06	Self Support	
6	Foreign Language Curriculum Integration	3.07	Self Support	
<b>C.</b>	<b>OUTREACH AND COLLABORATION ACTIVITIES</b>		<b>105,500</b>	<b>8,000</b>
1	FIU Business BizPass	1.01	Self Support	-
2	FIU Global Citizen Work Preparedness Program	1.02	Self Support	-
3	BMI International Scholarship Program	1.03	Self Support	-
4	Student Global Career Development Internship	1.04	20,000	-
5	Undergraduate Study Abroad Scholarships	1.05	10,000	2,000
6	CLADEA Student Sponsorship	1.06	3,000	-
7	NASBITE International Membership	1.07	500	-
8	International Business Seminar Series	1.08	1,000	-
9	GMCC Trade Mission and Consular Collaboration	1.09	5,000	-
10	Business Inside Speaker Series (Broward/LACC/SIPA)	1.10	500	-
11	CIBER-DEC Initiative (Collaboration with SDSU CIBER)	1.11	750	-
12	FIU Business Mentor Program	1.12	Self Support	
13	FIU Career Management Services (CMS)	1.13	Self Support	
14	Global Bilingual Sales Competition Student Support	1.14	750	-
15	Industry Nights	1.15	Self Support	
16	The Honors in International Business Program (IBHS)	1.16	Self Support	
17	Study Abroad Curriculum Integration Study	2.01	1,500	-

18	Broward College Collaborations	2.02	3,500	-
19	SIPA Collaborations	2.03	3,500	-
20	Collaborative Online International Learning (COIL)	2.04	10,000	-
21	Connecting Countries Video Chats	2.05	-	5,000
22	NOBLE K-12 Projects (Collaboration with UF)	2.06	2,000	-
23	MSI/CC Consortium (CMCC)	2.07	10,000	-
24	International Summer School Program	2.08	1,500	-
25	Interdisciplinary Globalization Workshop Program	2.09	1,000	-
26	International Content Expansion Seminar Series	2.10	1,000	-
27	MSI Professional Development Program	2.11	5,000	-
28	CIBERWeb project	2.12	500	-
29	Consortium for Undergraduate Int'l Business Edu (CUIBE)	2.13	1,000	1,000
30	Alternative Spring Break	2.14	Self Support	
31	Faculty Development in Int'l Business (FDIB) - Korea	4.01	5,000	Self-Support
32	Faculty Development in Int'l Business (FDIB) - India	4.02	5,000	Self-Support
33	FDIB - Spanish for Business	4.03	4,000	Self-Support
34	FDIB CUBA (with University of Maryland CIBER)	4.04	4,500	-
35	PDIB Pacific Alliance: Peru & Colombia (with UM CIBER)	4.05	5,000	-
<b>D. RESEARCH ACTIVITIES</b>			<b>25,000</b>	<b>15,000</b>
1	Faculty Research Awards / Working Paper Series	4.06	20,000	-
2	AIB Best Theory Paper Award	4.07	-	5,000
3	CLADEA Conference Support	4.08	-	5,000
4	AOM Conference Best Emerging Scholar Award	4.09	-	5,000
5	South Florida IB Colloquium	4.10	2,000	-
6	Doctoral Student Support	4.11	3,000	-
7	Emerging Markets Strategy Practitioner Research Series	4.12	Self Support	
8	CUIBE Value of IB Education Study	4.13	Self Support	

<b>E. TRAVEL AND CONTRACTUAL</b>			<b>38,500</b>	<b>-</b>
1	Domestic Travel		15,000	-
2	Foreign Travel		20,000	-
3	Evaluator (Contractual)		3,500	-
<b>F. EQUIPMENT AND SUPPLIES</b>			<b>4,101</b>	<b>3,080</b>
1	Publications		1,500	-
2	Telephone		-	1,080
3	Computer Equipment		-	1,000
4	Teaching & Research Materials		1,500	-
5	Office Supplies		-	1,000
6	Other Materials & Supplies		1,101	-
<b>G. TOTAL DIRECT COSTS</b>			<b>277,778</b>	<b>359,165</b>
<b>H. TOTAL INDIRECT COSTS (8% MTDC)</b>			<b>22,222</b>	<b>28,733</b>
<b>I. TOTAL COSTS</b>			<b>300,000</b>	<b>387,898</b>

PROPOSED CIBER BUDGET 2018-2022			YEAR 3 2020-2021	
		ACTIVITY	FEDERAL	MATCH
A. SALARIES AND BENEFITS			99,830	339,468
1	<b>Dean</b> Joanne Li 3.5% Non-Federal for 12 Months \$380,000		-	13,837
2	<b>Provost</b> Kenneth Furton 1.5% Non-Federal for 12 Months \$471,102		-	6,509
3	<b>Faculty Director</b> Mary Ann Von Glinow 22% for 9 Months 23% for 3 Months (Summer) \$226,736.78		18,364	51,897
4	<b>Program Director</b> Jennifer Hilton Montero 10% / 40% for 12 Months \$86,403		8,989	35,957
5	<b>Assistant Director</b> TBD 50% / 50% for 12 Months \$60,000		31,212	31,212
6	<b>Associate Dean of Int'l Programs</b> Sumit Kundu 5% Non-Federal for 12 Months \$251,371		-	13,232
7	<b>Assistant Dean for Undergraduate</b> Richard Klein		-	3,473

	1.5% Non-Federal for 12 Months \$222,554			
8	<b>Director of Finance &amp; Administration</b> Armando Blanco 5% Non-Federal for 12 Months \$120,000	-	6,242	
9	<b>Dept. of Management Chair</b> William Newburry 3% Non-Federal for 12 Months \$274,456	-	8,566	
10	<b>Dept. of Marketing Chair</b> Anthony Miyazaki 3% Non-Federal for 12 Months \$257,140	-	8,026	
11	<b>Study Abroad Program Manager</b> Anthony Sakhleh 50% Non-Federal for 12 Months \$47,866	-	24,900	
12	<b>Asia-Pacific Program Coordinator</b> Schuchun Yang 10% Non-Federal for 12 Months \$42,500	-	4,422	
13	<b>Grand Administrator</b> Denise Codorniu 11% Non-Federal for 12 Months \$54,545	-	6,242	
14	<b>Senior Instructor</b> Doreen Gooden 15% Non-Federal for 9 Months \$95,964.00	-	14,976	
15	<b>Instructor</b> Elisabeth Beristain	-	13,899	

	15% Non-Federal for 9 Months \$89,063			
16	<b>Foreign Language Coordinator</b> Maida Watson 50% for 2 months \$5,500		5,722	-
17	<b>Chinese for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
18	<b>Italian for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
19	<b>French for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
20	<b>Portuguese for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
21	<b>Haitian Creole for Business</b> for undergraduate students \$3,000	3.02	3,000	-
22	<b>Graduate Assistant</b> TBD 100% Non-Federal for 12 Months \$12,528		-	12,528
23	<b>Total Salaries</b>		<b>79,287</b>	<b>255,921</b>
24	Benefits 33.76% (1-15)		19,772	82,169
25	Benefits 3.72% (16-21)		771	-
26	Benefits 11% (22)		-	1,378
27	<b>Total Fringe Benefits</b>		<b>20,542</b>	<b>83,547</b>
28	<b>Total Salaries and Fringe</b>		<b>99,830</b>	<b>339,468</b>



<b>B. FOREIGN LANGUAGE PROGRAMS</b>			<b>6,500</b>	<b>-</b>
1	Lesser Taught Languages for Business Conference	3.01	2,000	Self-Support
2	Interdisciplinary Intercultural Competency Language Seminar	3.03	2,000	-
3	Annual CIBER Business Language Conference	3.04	2,500	-
4	Business Certificate for Language Students	3.05	Self Support	
5	Online/Hybrid Language Course Support	3.06	Self Support	
6	Foreign Language Curriculum Integration	3.07	Self Support	
<b>C. OUTREACH AND COLLABORATION ACTIVITIES</b>			<b>105,500</b>	<b>8,000</b>
1	FIU Business BizPass	1.01	Self Support	-
2	FIU Global Citizen Work Preparedness Program	1.02	Self Support	-
3	BMI International Scholarship Program	1.03	Self Support	-
4	Student Global Career Development Internship	1.04	20,000	-
5	Undergraduate Study Abroad Scholarships	1.05	10,000	2,000
6	CLADEA Student Sponsorship	1.06	3,000	-
7	NASBITE International Membership	1.07	500	-
8	International Business Seminar Series	1.08	1,000	-
9	GMCC Trade Mission and Consular Collaboration	1.09	5,000	-
10	Business Inside Speaker Series (Broward/LACC/SIPA)	1.10	500	-
11	CIBER-DEC Initiative (Collaboration with SDSU CIBER)	1.11	750	-
12	FIU Business Mentor Program	1.12	Self Support	
13	FIU Career Management Services (CMS)	1.13	Self Support	
14	Global Bilingual Sales Competition Student Support	1.14	750	-
15	Industry Nights	1.15	Self Support	
16	The Honors in International Business Program (IBHS)	1.16	Self Support	
17	Study Abroad Curriculum Integration Study	2.01	1,500	-
18	Broward College Collaborations	2.02	3,500	-
19	SIPA Collaborations	2.03	3,500	-

20	Collaborative Online International Learning (COIL)	2.04	10,000	-
21	Connecting Countries Video Chats	2.05	-	5,000
22	NOBLE K-12 Projects (Collaboration with UF)	2.06	2,000	-
23	MSI/CC Consortium (CMCC)	2.07	10,000	-
24	International Summer School Program	2.08	1,500	-
25	Interdisciplinary Globalization Workshop Program	2.09	1,000	-
26	International Content Expansion Seminar Series	2.10	1,000	-
27	MSI Professional Development Program	2.11	5,000	-
28	CIBERWeb project	2.12	500	-
29	Consortium for Undergraduate Int'l Business Edu (CUIBE)	2.13	1,000	1,000
30	Alternative Spring Break	2.14	Self Support	
31	Faculty Development in Int'l Business (FDIB) - Korea	4.01	5,000	Self-Support
32	Faculty Development in Int'l Business (FDIB) - India	4.02	5,000	Self-Support
33	FDIB - Spanish for Business	4.03	4,000	Self-Support
34	FDIB CUBA (with University of Maryland CIBER)	4.04	4,500	-
35	PDIB Pacific Alliance: Peru & Colombia (with UM CIBER)	4.05	5,000	-
<b>D. RESEARCH ACTIVITIES</b>			<b>25,000</b>	<b>15,000</b>
1	Faculty Research Awards / Working Paper Series	4.06	20,000	-
2	AIB Best Theory Paper Award	4.07	-	5,000
3	CLADEA Conference Support	4.08	-	5,000
4	AOM Conference Best Emerging Scholar Award	4.09	-	5,000
5	South Florida IB Colloquium	4.10	2,000	-
6	Doctoral Student Support	4.11	3,000	-
7	Emerging Markets Strategy Practitioner Research Series	4.12	Self Support	
8	CUIBE Value of IB Education Study	4.13	Self Support	
<b>E. TRAVEL AND CONTRACTUAL</b>			<b>37,500</b>	<b>-</b>
1	Domestic Travel		15,000	-

2	Foreign Travel		19,000	-
3	Evaluator (Contractual)		3,500	-
<b>F. EQUIPMENT AND SUPPLIES</b>			<b>3,448</b>	<b>3,080</b>
1	Publications		1,500	-
2	Telephone		-	1,080
3	Computer Equipment		-	1,000
4	Teaching & Research Materials		1,000	-
5	Office Supplies		-	1,000
6	Other Materials & Supplies		948	-
<b>G. TOTAL DIRECT COSTS</b>			<b>277,778</b>	<b>365,548</b>
<b>H. TOTAL INDIRECT COSTS (8% MTDC)</b>			<b>22,222</b>	<b>29,244</b>
<b>I. TOTAL COSTS</b>			<b>300,000</b>	<b>394,792</b>

PROPOSED CIBER BUDGET 2018-2022			YEAR 4 2021-2022	
		ACTIVITY	FEDERAL	MATCH
A. SALARIES AND BENEFITS			101,515	345,980
1	<b>Dean</b> Joanne Li 3.5% Non-Federal for 12 Months \$380,000		-	14,114
2	<b>Provost</b> Kenneth Furton 1.5% Non-Federal for 12 Months \$471,102		-	6,639
3	<b>Faculty Director</b> Mary Ann Von Glinow 22% for 9 Months 23% for 3 Months (Summer) \$226,736.78		18,731	52,935
4	<b>Program Director</b> Jennifer Hilton Montero 10% / 40% for 12 Months \$86,403		9,169	36,677
5	<b>Assistant Director</b> TBD 50% / 50% for 12 Months \$60,000		31,836	31,836
6	<b>Associate Dean of Int'l Programs</b> Sumit Kundu 5% Non-Federal for 12 Months \$251,371		-	13,497
7	<b>Assistant Dean for Undergraduate</b> Richard Klein		-	3,543

	1.5% Non-Federal for 12 Months \$222,554			
8	<b>Director of Finance &amp; Administration</b> Armando Blanco 5% Non-Federal for 12 Months \$120,000	-	6,367	
9	<b>Dept. of Management Chair</b> William Newburry 3% Non-Federal for 12 Months \$274,456	-	8,738	
10	<b>Dept. of Marketing Chair</b> Anthony Miyazaki 3% Non-Federal for 12 Months \$257,140	-	8,186	
11	<b>Study Abroad Program Manager</b> Anthony Sakhleh 50% Non-Federal for 12 Months \$47,866	-	25,398	
12	<b>Asia-Pacific Program Coordinator</b> Schuchun Yang 10% Non-Federal for 12 Months \$42,500	-	4,510	
13	<b>Grand Administrator</b> Denise Codorniu 11% Non-Federal for 12 Months \$54,545	-	6,367	
14	<b>Senior Instructor</b> Doreen Gooden 15% Non-Federal for 9 Months \$95,964.00	-	15,276	
15	<b>Instructor</b> Elisabeth Beristain	-	14,177	

	15% Non-Federal for 9 Months \$89,063			
16	<b>Foreign Language Coordinator</b> Maida Watson 50% for 2 months \$5,500		5,837	-
17	<b>Chinese for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
18	<b>Italian for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
19	<b>French for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
20	<b>Portuguese for Business Instructor</b> for undergraduate students \$3,000	3.02	3,000	-
21	<b>Haitian Creole for Business</b> for undergraduate students \$3,000	3.02	3,000	-
22	<b>Graduate Assistant</b> TBD 100% Non-Federal for 12 Months \$12,528		-	12,528
23	<b>Total Salaries</b>		<b>80,573</b>	<b>260,789</b>
24	Benefits 33.76% (1-15)		20,167	83,813
25	Benefits 3.72% (16-21)		775	-
26	Benefits 11% (22)		-	1,378
27	<b>Total Fringe Benefits</b>		<b>20,942</b>	<b>85,191</b>
28	<b>Total Salaries and Fringe</b>		<b>101,515</b>	<b>345,980</b>

<b>B. FOREIGN LANGUAGE PROGRAMS</b>			<b>6,500</b>	<b>-</b>
1	Lesser Taught Languages for Business Conference	3.01	2,000	Self-Support
2	Interdisciplinary Intercultural Competency Language Seminar	3.03	2,000	-
3	Annual CIBER Business Language Conference	3.04	2,500	-
4	Business Certificate for Language Students	3.05	Self Support	
5	Online/Hybrid Language Course Support	3.06	Self Support	
6	Foreign Language Curriculum Integration	3.07	Self Support	
<b>C. OUTREACH AND COLLABORATION ACTIVITIES</b>			<b>105,500</b>	<b>8,000</b>
1	FIU Business BizPass	1.01	Self Support	-
2	FIU Global Citizen Work Preparedness Program	1.02	Self Support	-
3	BMI International Scholarship Program	1.03	Self Support	-
4	Student Global Career Development Internship	1.04	20,000	-
5	Undergraduate Study Abroad Scholarships	1.05	10,000	2,000
6	CLADEA Student Sponsorship	1.06	3,000	-
7	NASBITE International Membership	1.07	500	-
8	International Business Seminar Series	1.08	1,000	-
9	GMCC Trade Mission and Consular Collaboration	1.09	5,000	-
10	Business Inside Speaker Series (Broward/LACC/SIPA)	1.10	500	-
11	CIBER-DEC Initiative (Collaboration with SDSU CIBER)	1.11	750	-
12	FIU Business Mentor Program	1.12	Self Support	
13	FIU Career Management Services (CMS)	1.13	Self Support	
14	Global Bilingual Sales Competition Student Support	1.14	750	-
15	Industry Nights	1.15	Self Support	
16	The Honors in International Business Program (IBHS)	1.16	Self Support	
17	Study Abroad Curriculum Integration Study	2.01	1,500	-
18	Broward College Collaborations	2.02	3,500	-
19	SIPA Collaborations	2.03	3,500	-



20	Collaborative Online International Learning (COIL)	2.04	10,000	-
21	Connecting Countries Video Chats	2.05	-	5,000
22	NOBLE K-12 Projects (Collaboration with UF)	2.06	2,000	-
23	MSI/CC Consortium (CMCC)	2.07	10,000	-
24	International Summer School Program	2.08	1,500	-
25	Interdisciplinary Globalization Workshop Program	2.09	1,000	-
26	International Content Expansion Seminar Series	2.10	1,000	-
27	MSI Professional Development Program	2.11	5,000	-
28	CIBERWeb project	2.12	500	-
29	Consortium for Undergraduate Int'l Business Edu (CUIBE)	2.13	1,000	1,000
30	Alternative Spring Break	2.14	Self Support	
31	Faculty Development in Int'l Business (FDIB) - Korea	4.01	5,000	Self-Support
32	Faculty Development in Int'l Business (FDIB) - India	4.02	5,000	Self-Support
33	FDIB - Spanish for Business	4.03	4,000	Self-Support
34	FDIB CUBA (with University of Maryland CIBER)	4.04	4,500	-
35	PDIB Pacific Alliance: Peru & Colombia (with UM CIBER)	4.05	5,000	-
<b>D. RESEARCH ACTIVITIES</b>			<b>25,000</b>	<b>15,000</b>
1	Faculty Research Awards / Working Paper Series	4.06	20,000	-
2	AIB Best Theory Paper Award	4.07	-	5,000
3	CLADEA Conference Support	4.08	-	5,000
4	AOM Conference Best Emerging Scholar Award	4.09	-	5,000
5	South Florida IB Colloquium	4.10	2,000	-
6	Doctoral Student Support	4.11	3,000	-
7	Emerging Markets Strategy Practitioner Research Series	4.12	Self Support	
8	CUIBE Value of IB Education Study	4.13	Self Support	
<b>E. TRAVEL AND CONTRACTUAL</b>			<b>36,500</b>	<b>-</b>
1	Domestic Travel		15,000	-

2	Foreign Travel		18,000	-
3	Evaluator (Contractual)		3,500	-
<b>F. EQUIPMENT AND SUPPLIES</b>			<b>2,763</b>	<b>3,080</b>
1	Publications		1,000	-
2	Telephone		-	1,080
3	Computer Equipment		-	1,000
4	Teaching & Research Materials		1,000	-
5	Office Supplies		-	1,000
6	Other Materials & Supplies		763	-
<b>G. TOTAL DIRECT COSTS</b>			<b>277,778</b>	<b>372,060</b>
<b>H. TOTAL INDIRECT COSTS (8% MTDC)</b>			<b>22,222</b>	<b>29,765</b>
<b>I. TOTAL COSTS</b>			<b>300,000</b>	<b>401,824</b>

PROPOSED CIBER BUDGET 2018-2022			TOTAL 2018-2022	
		ACTIVITY	FEDERAL	MATCH
A. SALARIES AND BENEFITS			396,079	1,345,359
1	<b>Dean</b> Joanne Li 3.5% Non-Federal for 12 Months \$380,000		-	54,817
2	<b>Provost</b> Kenneth Furton 1.5% Non-Federal for 12 Months \$471,102		-	25,787
3	<b>Faculty Director</b> Mary Ann Von Glinow 22% for 9 Months 23% for 3 Months (Summer) \$226,736.78		72,749	205,594
4	<b>Program Director</b> Jennifer Hilton Montero 10% / 40% for 12 Months \$86,403		35,612	142,447
5	<b>Assistant Director</b> TBD 50% / 50% for 12 Months \$60,000		123,648	123,648
6	<b>Associate Dean of Int'l Programs</b> Sumit Kundu 5% Non-Federal for 12 Months \$251,371		-	52,421
7	<b>Assistant Dean for Undergraduate</b> Richard Klein		-	13,759

	1.5% Non-Federal for 12 Months \$222,554			
8	<b>Director of Finance &amp; Administration</b> Armando Blanco 5% Non-Federal for 12 Months \$120,000	-	24,730	
9	<b>Dept. of Management Chair</b> William Newburry 3% Non-Federal for 12 Months \$274,456	-	33,936	
10	<b>Dept. of Marketing Chair</b> Anthony Miyazaki 3% Non-Federal for 12 Months \$257,140	-	31,795	
11	<b>Study Abroad Program Manager</b> Anthony Sakhleh 50% Non-Federal for 12 Months \$47,866	-	98,643	
12	<b>Asia-Pacific Program Coordinator</b> Schuchun Yang 10% Non-Federal for 12 Months \$42,500	-	17,517	
13	<b>Grand Administrator</b> Denise Codorniu 11% Non-Federal for 12 Months \$54,545	-	24,729	
14	<b>Senior Instructor</b> Doreen Gooden 15% Non-Federal for 9 Months \$95,964.00	-	59,329	
15	<b>Instructor</b> Elisabeth Beristain	-	55,062	

	15% Non-Federal for 9 Months \$89,063			
16	<b>Foreign Language Coordinator</b> Maida Watson 50% for 2 months \$5,500		22,669	-
17	<b>Chinese for Business Instructor</b> for undergraduate students \$3,000	3.02	12,000	-
18	<b>Italian for Business Instructor</b> for undergraduate students \$3,000	3.02	12,000	-
19	<b>French for Business Instructor</b> for undergraduate students \$3,000	3.02	12,000	-
20	<b>Portuguese for Business Instructor</b> for undergraduate students \$3,000	3.02	12,000	-
21	<b>Haitian Creole for Business</b> for undergraduate students \$3,000	3.02	12,000	-
22	<b>Graduate Assistant</b> TBD 100% Non-Federal for 12 Months \$12,528		-	50,112
23	<b>Total Salaries</b>		<b>314,678</b>	<b>1,014,327</b>
24	Benefits 33.76% (1-15)			
25	Benefits 3.72% (16-21)			
26	Benefits 11% (22)			
27	<b>Total Fringe Benefits</b>		<b>81,401</b>	<b>331,031</b>
28	<b>Total Salaries and Fringe</b>		<b>396,079</b>	<b>1,345,359</b>

<b>B.</b>	<b>FOREIGN LANGUAGE PROGRAMS</b>		<b>26,000</b>	<b>-</b>
1	Lesser Taught Languages for Business Conference	3.01	8,000	-
2	Interdisciplinary Intercultural Competency Language Seminar	3.03	8,000	1
3	Annual CIBER Business Language Conference	3.04	10,000	2
4	Business Certificate for Language Students	3.05	-	3
5	Online/Hybrid Language Course Support	3.06	-	4
6	Foreign Language Curriculum Integration	3.07	-	5
<b>C.</b>	<b>OUTREACH AND COLLABORATION ACTIVITIES</b>		<b>422,000</b>	<b>32,000</b>
1	FIU Business BizPass	1.01	-	-
2	FIU Global Citizen Work Preparedness Program	1.02	-	-
3	BMI International Scholarship Program	1.03	-	-
4	Student Global Career Development Internship	1.04	80,000	-
5	Undergraduate Study Abroad Scholarships	1.05	40,000	8,000
6	CLADEA Student Sponsorship	1.06	12,000	-
7	NASBITE International Membership	1.07	2,000	-
8	International Business Seminar Series	1.08	4,000	-
9	GMCC Trade Mission and Consular Collaboration	1.09	20,000	-
10	Business Inside Speaker Series (Broward/LACC/SIPA)	1.10	2,000	-
11	CIBER-DEC Initiative (Collaboration with SDSU CIBER)	1.11	3,000	-
12	FIU Business Mentor Program	1.12	-	-
13	FIU Career Management Services (CMS)	1.13	-	-
14	Global Bilingual Sales Competition Student Support	1.14	3,000	-
15	Industry Nights	1.15	-	-
16	The Honors in International Business Program (IBHS)	1.16	-	-
17	Study Abroad Curriculum Integration Study	2.01	6,000	-
18	Broward College Collaborations	2.02	14,000	-
19	SIPA Collaborations	2.03	14,000	-

20	Collaborative Online International Learning (COIL)	2.04	40,000	-
21	Connecting Countries Video Chats	2.05	-	20,000
22	NOBLE K-12 Projects (Collaboration with UF)	2.06	8,000	-
23	MSI/CC Consortium (CMCC)	2.07	40,000	-
24	International Summer School Program	2.08	6,000	-
25	Interdisciplinary Globalization Workshop Program	2.09	4,000	-
26	International Content Expansion Seminar Series	2.10	4,000	-
27	MSI Professional Development Program	2.11	20,000	-
28	CIBERWeb project	2.12	2,000	-
29	Consortium for Undergraduate Int'l Business Edu (CUIBE)	2.13	4,000	4,000
30	Alternative Spring Break	2.14	-	-
31	Faculty Development in Int'l Business (FDIB) - Korea	4.01	20,000	-
32	Faculty Development in Int'l Business (FDIB) - India	4.02	20,000	-
33	FDIB - Spanish for Business	4.03	16,000	-
34	FDIB CUBA (with University of Maryland CIBER)	4.04	18,000	-
35	PDIB Pacific Alliance: Peru & Colombia (with UM CIBER)	4.05	20,000	-
<b>D. RESEARCH ACTIVITIES</b>			<b>100,000</b>	<b>60,000</b>
1	Faculty Research Awards / Working Paper Series	4.06	80,000	-
2	AIB Best Theory Paper Award	4.07	-	20,000
3	CLADEA Conference Support	4.08	-	20,000
4	AOM Conference Best Emerging Scholar Award	4.09	-	20,000
5	South Florida IB Colloquium	4.10	8,000	-
6	Doctoral Student Support	4.11	12,000	-
7	Emerging Markets Strategy Practitioner Research Series	4.12	-	-
8	CUIBE Value of IB Education Study	4.13		
<b>E. TRAVEL AND CONTRACTUAL</b>			<b>151,000</b>	<b>-</b>
1	Domestic Travel		60,000	-



2	Foreign Travel		77,000	-
3	Evaluator (Contractual)		14,000	-
<b>F. EQUIPMENT AND SUPPLIES</b>			<b>16,032</b>	<b>14,320</b>
1	Publications		5,500	-
2	Telephone		-	4,320
3	Computer Equipment		-	6,000
4	Teaching & Research Materials		5,000	-
5	Office Supplies		-	4,000
6	Other Materials & Supplies		5,532	-
<b>G. TOTAL DIRECT COSTS</b>			<b>1,111,111</b>	<b>1,451,679</b>
<b>H. TOTAL INDIRECT COSTS (8% MTDC)</b>			<b>88,889</b>	<b>116,134</b>
<b>I. TOTAL COSTS</b>			<b>1,200,000</b>	<b>1,567,813</b>



**Memorandum**

To: University Research Community

From: Roberto M. Gutierrez  
Assistant Vice President for Research  
Office of Research and Economic Development

Subj.: Fringe Benefit Rates for Proposals and Awards

Date: March 19, 2018

The Office of Financial Planning has updated the fringe benefit rates for the 2018-2019 fiscal year, therefore the fringe benefit rates used at proposal stage have been revised as follows:

Employee Group	Pooled Fringe Benefit Rate
COM Faculty	23.83%
Admin/Faculty excluding COM Faculty	33.76%
Staff	47.22%
Non Student OPS	3.72%
Graduate Student Assistants	11.00%
Student OPS (excluding Graduate Students Assistants)	0.03%

The internal budget sheet used at proposal stage will be revised to reflect these changes in the fringe benefit rates.

The revised rates will become effective for all proposals being routed via ePRAF on or after March 26, 2018 and will be charged to all active awards as of July 1<sup>st</sup>, 2018.

Please note that fringe benefit rates and other items of interest will be discussed at our next Quarterly Research Administrator's Meeting (GRAM) scheduled for May 8<sup>th</sup>, 2018 from 10 am– 12 noon in the MARC Pavilion.

If you have any questions about these changes to the fringe benefit rates then please feel free to contact your Pre or Post Award representative (<http://research.fiu.edu/ored/staff-directory/>) at 305-348-2494 for further assistance.

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